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Implementation of the International Strategy for Disaster Reduction

Report of the Secretary-General

Summary

Earthquakes in Haiti, Chile and China have provided stark reminders of the increasing disaster risk in urban areas. Smaller and more frequent disasters in communities around the world attest to rising vulnerability and insufficient capacity to cope with disaster risk at the local level.

The Mid-Term Review of the Hyogo Framework for Action 2005-2015 is well under way and will be concluded by early 2011. Preliminary findings suggest that the Hyogo Framework for Action has proved useful in guiding the global effort towards disaster risk reduction. However, as also indicated in the *2009 Global Assessment Report on Disaster Risk Reduction*, it also reveals that risk reduction is still not hardwired into the "business processes" of the development sectors, planning ministries and financial institutions. Strengthened political resolve is needed if the goals of the Hyogo Framework are to be reached by 2015. The coincidence with the review of the Millennium Development Goals in 2010 provides an opportunity to strengthen the linkages between these two agendas.

The present report provides an overview of progress in the implementation of the International Strategy for Disaster Reduction, in response to General Assembly resolutions 63/215, 63/217 and 64/200. It also considers trends in disasters and disaster risks, and coordination and guidance through the International Strategy for Disaster Reduction. Details of the implementation of the Hyogo Framework for Action and international cooperation to reduce the impact of the El Niño phenomenon are contained in the annexes.

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I. Trends in disasters and disaster risks

1. During the reporting period from 1 July 2009 to 30 June 2010, 394 disasters linked to natural hazards were recorded affecting more than 203 million people, claiming more than 238,000 lives and causing $77.9 billion of economic damage.[1] Compared to the previous reporting period, this represents a fourteenfold rise in disaster fatalities, most of which were associated with the earthquake of 12 January in Haiti that killed 222,570 people. The increase of over 200 per cent in the number of people affected compared to the previous reporting period, despite no significant rise in total number of disasters, underscores the fact that disaster risk is geographically concentrated, driven by the increasing exposure of people and property to natural hazards.[2]

2. The earthquake in Haiti was the second deadliest earthquake since 1900. The earthquake of 27 February in Chile caused $30 billion in damages, making it the third costliest earthquake during that same period.[1] Despite being an earthquake of greater magnitude than the one that struck Haiti, it killed only 562 people. Many thousands of people owe their lives to risk reduction measures adopted and enforced by the Government of Chile.

3. Hydrometeorological disasters accounted for 82 per cent of the total number of disasters. That figure is consistent with the 10-year trend of increasing risk associated with storms, floods, landslides and droughts, which comprised 78 per cent of disasters during this period. Storms and floods caused more than 5,500 deaths and affected more than 118 million people in Asia. The 2009 Pacific typhoon season was particularly active: between July and October 2009, the Philippines was struck by successive large typhoons that affected 5 million people — many of them repeatedly — and cost $883 million.[1] A second consecutive year of flooding in Brazil affected 680,000 people, resulting in $50 million in losses, and widespread floods affected populations in many West African countries, including Benin, Burkina Faso, Senegal and Togo. Drought affected 51 million people in Asia, and 15.6 million more in Africa.[1]

4. Developing countries are less resilient to large or recurring shocks. Natural hazards kill more people in developing than in developed countries, and disaster-related economic losses, measured against a country's wealth, are relatively much larger in poor countries.[2] Disaster impacts undermine vulnerable livelihoods, countries' economic growth and progress towards achieving the Millennium Development Goals. For example, the earthquake in Haiti killed 1,300 teachers and an estimated 38,000 students, and damaged or destroyed more than 4,000 schools.[3] The impact of this loss on Haiti's ability to recover and grow as a society and an economy may be felt for many decades to come. Critical hospitals and other health-care facilities in Haiti were also damaged or destroyed, and were consequently unable to continue service delivery to affected communities.

5. Disasters hit developed countries and transition economies as well. In Europe, floods and storms caused the most economic damage. The United Kingdom of Great Britain and Northern Ireland experienced over $400 million in economic damage

[1] International Disaster Database, Centre for Research on the Epidemiology of Disasters, 2010.

[2] *2009 Global Assessment Report on Disaster Risk Reduction*, United Nations, 2009.

[3] J. Bakody, "A nationwide call to return to school brings hope to children in Haiti", UNICEF, 5 April 2010.

caused by floods in November 2009, and floods in Madeira, Portugal, caused 35 deaths and over $1.35 billion of economic damage. The winter storm Xynthia, which hit northern Europe in February and March 2010, killed more than 50 people in France and caused at least $2 billion to $4 billion in economic losses.[4] In May, catastrophic floods caused up to $430 million in damage in Hungary, and at least $3.6 billion in losses in Poland, making it one of the worst flood disasters in that country's history.

6. Ash spewed from Iceland's Eyjafjallajökull volcano, which began erupting on 14 April 2010, and led to the temporary closure of Europe's airspace for seven days. This closure forced the cancellation of more than 100,000 flights, which affected approximately 10 million travellers and cost European businesses as much as $3.3 billion.[5] These costly disruptions underline the importance of assessing volcano risks and developing international and regional contingency plans in order to manage and minimize the impacts of future eruptions.

7. Disaster risk is an increasing problem in urban areas where risk, population and economic assets are concentrated. The largest and costliest disasters of the present reporting period affected urban areas. The earthquake of 14 April that struck China's rural Qinghai Province was of comparable magnitude to the earthquake in Haiti, but it only killed 2,187 people.[6] This represents less than 1 per cent of the lives lost in the Haiti catastrophe. Poorly planned urban environments, weak urban governance and the rapid growth of the urban population have increased exposure and transformed poverty into disaster risk. Haiti is but the latest example of this phenomenon. In the last decade, the urban population in developing countries has risen by 77 per cent, to nearly 2.6 billion people.[7] The number of people living in urban slums in developing countries has increased by more than 60 million during the same period.[8] This rapid growth is often characterized by large peri-urban areas with informal and illegal patterns of land use, a lack of infrastructure and basic services, and environmental degradation.[8] These figures underscore the importance of disaster risk reduction and the protection of critical infrastructure, especially of schools, health facilities and homes.

8. Rapid unplanned urbanization coupled with ecosystem degradation increases communities' vulnerability to floods, landslides, storm surges and seismic hazards. Owing to climate change, the frequency and intensity of extreme weather events are expected to increase.[9] Climate hazards will exacerbate the already severe environmental problems and living conditions generated by a failure of governance and development. These negative impacts of climate change are already a reality

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[4] "AIR estimates windstorm Xynthia insured losses at $2 to $4.2 billion", *claimsjournal.com*, 3 March 2010.

[5] "Volcanic ash cloud: EU to allow government support for airlines", *EUROPA-EU News*, 27 April 2010.

[6] UNICEF Situation Report (China), 23 April 2010.

[7] United Nations, Department of Economic and Social Affairs, Population Division, *World Urbanization Prospects: The 2009 Revision*, 2009.

[8] United Nations Human Settlements Programme, *State of the World's Cities 2010/2011 — Cities for All: Bridging the Urban Divide*, 2010.

[9] *Climate Change 2007: The Physical Science Basis*, contribution of Working Group I to the Fourth Assessment Report of the Intergovernmental Panel on Climate Change (Cambridge University Press, Cambridge, United Kingdom and New York).

and are likely to increase in the future, with cities of low and middle-income countries of the South particularly at risk.

II. Challenges and opportunities associated with the implementation of the Hyogo Framework for Action

A. Update on the Mid-Term Review of the Hyogo Framework for Action

9. In line with General Assembly resolution A/64/200, the United Nations International Strategy for Disaster Reduction secretariat has been coordinating a broad consultative process with Member States, civil society and other relevant stakeholders to conduct a Mid-Term Review of the Hyogo Framework for Action 2005-2015: Building the Resilience of Nations and Communities to Disasters. The importance of the Review was highlighted by the second session of the Global Platform for Disaster Risk Reduction, held in Geneva from 16 to 19 June 2009. Through a series of workshops held at the senior level in all regions, four online debates, one-on-one interviews with key policymakers, in-depth studies and a comprehensive literature review, the Review is seeking to provide a critical analysis of the implementation of the Hyogo Framework for Action over the first five years of its existence. National progress is being captured through the "HFA Monitor", an online tool launched in 2008, which allows countries to submit their progress reports on the Hyogo Framework on a regular basis. The Review will inform continued implementation through 2015 and provide initial thinking about post-2015 international cooperation on disaster risk reduction.

10. Preliminary results point to a broadly held view that the Hyogo Framework for Action has proved useful in guiding the global effort towards disaster risk reduction. The utility of the Hyogo Framework for Action has been recognized especially in raising awareness and in supporting the establishment of international, regional and national policies and legislation. A consistent element emerging from the workshops was the need for stronger and clearer governance mechanisms at the national level for disaster risk reduction. Another common element noted is that the work of the United Nations system agencies, funds, and programmes in the implementation of the Hyogo Framework for Action is uneven across regions and sectors. Consequently, a more thorough analysis of the work of the United Nations is being commissioned as part of the Mid-Term Review and the results will be reflected in the report on the Review.

11. Available literature indicates that there has been much greater focus on the implementation of the five priorities for action than on the three broader strategic goals of the Hyogo Framework for Action. This point will be further explored to ascertain what specific measures may be taken to achieve a more holistic approach in the implementation of the Hyogo Framework over the next five years. Another important element, which was also highlighted in the *Global Assessment Report* in 2009, is that risk reduction is still not hardwired into the "business processes" of the development sectors, planning ministries and financial institutions. There is evidence of greater investment in disaster risk reduction, but most of the funding is still geared towards response preparedness rather than genuine disaster risk

reduction activities. The report on the Mid-Term Review will be published in early 2011 and its findings will be discussed at the third Global Platform in May 2011.

B. Monitoring progress of the Hyogo Framework for Action and the *Global Assessment Report on Disaster Risk Reduction*

12. Systematic monitoring of countries' progress against the Hyogo Framework for Action is now a biennial undertaking, in which more than 100 Governments participate. The large number of progress reports, coordinated by the Strategy secretariat and received through the online tool "HFA Monitor", shows growing national commitment to implement the Hyogo Framework. This is also reflected in the fact that several countries use the reporting process as a basis for their investment planning for national disaster risk reduction.

13. The Strategy secretariat continues to draw on the wider Strategy system in developing the *Global Assessment Report on Disaster Risk Reduction*. The *Report* has established itself as the leading global source for the analysis of hazard risks and vulnerability trends, and of progress in disaster risk reduction. Monthly downloads of chapters of the *2009 Global Assessment Report* from the PreventionWeb exceed 12,000 across all four languages.

14. The 2011 edition of the *Global Assessment Report* aims to provide the international community and governments with improved data and analysis of disaster risk across the globe, and with strategic policy and relevant guidance to governments on how to accelerate progress against the Hyogo Framework while protecting existing development gains and securing investments in the Millennium Development Goals.

C. Current challenges, opportunities and areas for further action

15. A major challenge in implementing the Hyogo Framework for Action is reaching vulnerable communities. While much progress has been made at the policy level globally, regionally and nationally, the benefits of that progress are yet to be felt locally. This is particularly true for resource provision; most of the focus has been at the national level, with limited resources and capacities reaching vulnerable communities, despite often strong motivation and capability to manage and reduce risk.

16. Reflecting often the deeply entrenched standard operating procedures of Governments and international organizations, the Hyogo Framework for Action therefore tends to be implemented in a top-down fashion. There are many initiatives and actors who engage consistently in a bottom-up approach, particularly the wealth of non-governmental organizations (NGOs), community-based organizations and the Red Cross and Red Crescent, which are all supporting the strengthening of community safety and resilience. Yet the opportunities for these organizations and the vulnerable people they represent to engage in dialogue and planning, as well as to access funding, continue to be limited.

17. In general, there needs to be far greater progress made in framing risk reduction as an issue of accountability. While many Governments and NGOs still focus on disaster management, the reduction of disaster risk needs to be linked

directly to development plans and accountability frameworks, with Governments assuming responsibility and showing political commitment.

18. As countries race to achieve the Millennium Development Goals by 2015, development investments, including hospital and school construction, are expected to increase. Such investments could potentially put millions of people at risk, if not done through a risk-sensitive approach. For example, collapsing schools are the number one killer of children in earthquakes, while damaged health facilities kill staff and patients and are unable to deliver life-saving health services to the survivors. Increasing resilience to natural hazards in different development sectors can accelerate achievement of the Millennium Development Goals.

19. Investing in disaster risk reduction remains another major challenge. Links with development and climate change adaptation funding must be further developed to achieve sustainable and resilient economies and societies. Disaster risk reduction approaches to building resilience offer concrete opportunities for climate change adaptation — these could be more clearly recognized in adaptation funding instruments. Some countries, such as India, Maldives, Peru and Senegal have made significant progress in this area.

20. The calls at the Global Platform 2009 for additional benchmarks to promote investments in disaster risk reduction, provided further impetus to Governments seeking to develop an enabling policy environment. The calls to spend on disaster risk reduction 1 per cent of national development budgets (national and international investments) and 10 per cent of reconstruction and recovery financing, in addition to the existing target of 10 per cent of humanitarian aid, have proved motivating drivers.

21. Examples of this include the European Union, the United States of America, and Finland. After having adopted two strategies for disaster risk reduction, for developing countries and to its member States, an implementation plan for the former will soon be released by the European Union. A strategy that capitalizes on existing activities addressing disaster risk reduction has been developed by the United States Government through its Office for Foreign Disaster Assistance.

22. In its Evaluation of Natural Disasters and Climate Change, the Government of Finland has reviewed a whole range of that country's development cooperation policies, programmes and projects from the perspective of poverty reduction. The recommendations are being implemented as a complement to previous guidelines for disaster risk reduction in the forestry and water sectors. It also concluded that disaster risk reduction efforts brought benefits in preparing and enabling communities to adapt to climate change.

III. Coordination and guidance through the Strategy system

23. The main objectives of the International Strategy for Disaster Reduction are to support system-wide coordination, resource mobilization, advocacy and development of strategic information for policy development. World disaster reduction campaigns, the *Global Assessment Report*, climate change and risk reduction advocacy and guidance for risk reduction as part of the common country assessments and United Nations Development Assistance Frameworks have proven to be effective means of increasing coordination and coherence at all levels.

A. Strengthening global, regional and national level coordination

24. Progress has been made to build and further develop Strategy mechanisms to support the implementation of disaster risk reduction across the globe. At the global level, the biennial Global Platform for Disaster Risk Reduction has become the key multi-stakeholder mechanism to monitor and guide the implementation of disaster risk reduction at all levels.

25. The sessions of the Global Platform for Disaster Risk Reduction in 2007 and 2009 have witnessed an important increase in political will to manage disaster risk and reduce vulnerabilities. They have also highlighted the wealth of knowledge and experience available across countries and local communities in reducing disaster risk and vulnerabilities, and have generated considerable policy and programmatic ideas, captured by the Chair's Summary and the Conference Proceedings. Many Strategy system partners have stressed the need for follow-up between sessions of the Global Platform to ensure that the momentum generated is translated into concrete action. The need for an appropriate multi-stakeholder mechanism has become evident.

26. Participants at the 2009 session indicated that the Global Platform had further strengthened its role as the main global forum for disaster reduction, enabling the sharing of experience among stakeholders, and providing strategic and coherent guidance for the implementation of the Hyogo Framework for Action, thus accelerating worldwide momentum on disaster risk reduction. In addition, many practitioners within Governments, civil society organizations as well as scientific and academic communities expressed appreciation for the Global Platform Chair's Summary as a useful document for policy development, strategic prioritization and action.

27. The third session of the Global Platform will be held in Geneva from 8 to 13 May 2011. It will be particularly significant in reinforcing collaboration at the global and national levels as it will discuss the findings of the Mid-Term Review of the Hyogo Framework for Action and the second *Global Assessment Report*. Strengthened political resolve is needed given the high expectations for the implementation of the Hyogo Framework for Action over the next five years.

28. The United Nations-World Bank partnership is an effective platform to address disaster risk reduction as an integrated development priority, bringing together a broad range of stakeholders, including developed countries, emerging economies, developing countries, United Nations system agencies, the multilateral financial institutions, the private sector and civil society. The Strategy secretariat and the World Bank have worked together closely since the establishment in 2006 of the Global Facility for Disaster Reduction and Recovery. It is a long-term global partnership of the Strategy system established to implement the Hyogo Framework for Action through a coordinated programme for reversing the trend in disaster losses by 2015.

29. The Global Facility for Disaster Reduction and Recovery provides proactive, upstream assistance to mainstream disaster risk reduction in strategic processes at the global level, including World Bank lending instruments, and several corporate strategies. The Global Facility also engages actively during the preparation stage of country development strategies and focuses on effects of disaster risk on economic growth and poverty reduction. This mainstreaming activity has had significant

impact and disaster risk reduction is increasingly becoming an essential pillar of Country Assistance Strategies and Poverty Reduction Strategy Papers. The Global Facility provides the basis for an overarching Multi-Donor Trust Fund for effective donor coordination and sustained financing. During 2007-2010, Global Facility donors have cumulatively pledged over $240 million for disaster risk reduction activities.

30. At the regional level, disaster risk reduction has been integrated into the agendas of many regional organizations, stakeholders, and decision-makers, supported by an expanding donor base. As a result of joint efforts by Strategy system partners, regional platforms and regional ministerial meetings have been established in all regions as main forums for information exchange and the promotion of tools for implementation. Better communication and stronger cooperation led to the development of various regional strategies and programmes of action, as well as in-depth risk assessments in Asia, Africa and the Arab region.

31. The Strategy secretariat and the United Nations Development Programme, in collaboration with the United Nations Development Operations Coordination Office and other partners, provided expertise and assistance to mainstreaming disaster risk reduction into common country assessment/United Nations Development Assistance Frameworks, which led to increasing awareness and commitment among United Nations Resident Coordinators. Representatives from United Nations country teams, the World Bank and other United Nations partner agencies at the global and regional levels were trained to act as resource persons for country offices.

32. Furthermore, the responsibility of the Resident Coordinators for promoting and supporting disaster risk reduction efforts was included in their terms of reference. The synthesis report of Resident Coordinators' annual reports for 2008 and 2009 reflected how United Nations country teams contributed to disaster risk reduction, as a cost-effective means to protect development gains, reduce poverty and adapt to climate change.

33. Mobilizing specific stakeholder groups or "actors of change" has led to a considerable increase in the political profile of disaster risk in the development sphere. Political mobilization for disaster risk reduction at the national level has taken place in all regions. The Strategy secretariat's advocacy efforts for 130 parliamentarians from 62 countries led to enhanced political support for disaster risk reduction.

34. In order to effectively support the Strategy's partners and mechanisms, including the Global Platform and regional platforms, the Strategy secretariat, under the leadership of my Special Representative, has embarked on a significant strengthening process. An external evaluation was requested, and its findings were discussed with Strategy partners in Geneva in early 2010. In addition, an audit by the Office of Internal Oversight Services (OIOS) was requested and conducted in December 2009 and the final report produced in July 2010.

35. The OIOS audit has identified the need to strengthen further the institutional foundations of the Strategy secretariat and its setting within the United Nations Secretariat and the wider United Nations system, in order to enable it to discharge its mandated duties — "to serve as the focal point in the United Nations system for the coordination of disaster reduction and to ensure synergies among the disaster reduction activities of the United Nations system and regional organizations and

activities in socio-economic and humanitarian fields". The external evaluation, echoed by many stakeholders within Governments, NGOs, and the scientific community, as well as the OIOS audit report, recognized the potential created by the newly established function of Special Representative for the furtherance of disaster risk reduction and the implementation of the Hyogo Framework for Action.

36. Recognizing that disaster risk reduction is not only a humanitarian question, but also at the centre of the development and environmental work of the United Nations, and the need for the Strategy secretariat to effectively engage all relevant stakeholders within the United Nations system, I intend to actively support the Global Platform 2011, in order to elevate the momentum for the Mid-Term Review of the Hyogo Framework for Action.

B. Advocating for safer cities, schools and hospitals

37. Responding to the disaster risks linked to rapid urbanization and the need to accelerate local leadership and capacities, the Strategy secretariat coordinated the launching of the World Disaster Reduction Campaign 2010-2011, entitled "Making Cities Resilient: My city is getting ready". As agreed during a high-profile global conference sponsored by the City of Incheon, Republic of Korea, in August 2009, the objective of the campaign is to target and empower mayors, city councils and their local government associations. Local authorities are supported to raise the awareness of urban risk reduction options; to strengthen political commitment to include risk reduction in municipal development budgets; and to promote participatory urban development planning. The Strategy secretariat coordinated awareness-raising activities, and mobilized partners and political commitment through brokering technical cooperation opportunities and sharing of good practices among local governments. Global and regional launches, including city "sign-up" ceremonies and learning events, started in May 2010. By July 2010, 60 cities had signed up, including Port-au-Prince, Mexico City, Delhi, Colombo and Quito (see www.unisdr.org/campaign).

38. The online pledging initiative for the One Million Safe Schools and Hospitals Campaign was launched in Manila in April 2010. The initiative aims to improve school and hospital safety through individual, community and governmental advocacy and action. Developed in Asia, it expanded into the global domain, with more than 20 partners sponsoring as of July 2010. Over 570 pledges for 66,575 safe schools and health facilities were recorded by July 2010 (see http://www.safe-schools-hospitals.net).

39. The 2008-2009 World Disaster Reduction Campaign entitled "Hospitals safe from disaster" continues to make an impact, for example, with the adoption of the Kathmandu Declaration on Protecting Health Facilities from Disasters by the Health Ministers of the member States of the WHO South-East Asia Region and the application of the revised Hospital Safety Index to many facilities in several regions. A WHO-led thematic platform on disaster risk reduction and health was established, aimed at building a global partnership for safer hospitals. It adopted time-bound recommendations to retrofit the most critical and vulnerable health facilities, and to develop comprehensive policies and programmes by 2015. This initiative continues as a strong component of the Making Cities Resilient campaign.

C. Strengthening the funding arrangements for the Strategy

40. The United Nations Trust Fund for Disaster Reduction was created to enable the funding of the Strategy secretariat. As noted in my 2008 report (A/63/351), the Trust Fund has enabled the funding of the Strategy secretariat and certain activities of Strategy system partners. However, the short-term, extrabudgetary and voluntary nature of the income has not yet provided the Strategy secretariat with sufficiently stable and predictable funding to enable it to perform its key management and support functions on a sustainable basis for the implementation of the Hyogo Framework for Action, including in the areas of intergovernmental and inter-agency facilitation, resource mobilization and advocacy, knowledge management and reporting.

41. The response from donors to the Strategy secretariat and support for the expansion of the Trust Fund have been mixed. The number of donors expanded thanks to dedicated resource mobilization efforts, including first-time contributions from Brazil, the Netherlands, Spain and the United States (United States Agency for International Development-Office of United States Foreign Disaster Assistance). However, the top 15 donors in 2008-2009 (Sweden, the United Kingdom, the World Bank, the European Commission, Germany, Norway, Australia, Japan, Switzerland, Spain, Luxembourg, the Netherlands, Denmark, Finland, Canada) still accounted for 97 per cent of total income, out of a total of 24 donors. The secretariat was successful in increasing support to the Strategy's regional programming, and has also initiated private sector engagement intended to yield results in the future.

42. Income generation overall proved challenging, particularly in 2009, with three issues identified: lack of, or decreases in funding; predictability; and conditionality. The general economic downturn owing to the global financial crisis was quoted by some donors as a cause for a more conservative approach for providing resources in 2009.

43. The secretariat of the Development Assistance Committee of the Organization for Economic Cooperation and Development (OECD/DAC) made the important decision, at its Annual Meeting in June 2010, to include the Strategy secretariat in its Annex 2 list of organizations eligible for Official Development Assistance (ODA). This means that donors may now contribute unearmarked funding in support of the core functions of the Strategy secretariat and report this as ODA investment. It also prepares the ground for further discussion on dedicated reporting lines for disaster reduction within ODA — thereby greatly facilitating an improved understanding of international investment flows.

44. The Strategy secretariat has made considerable efforts to address the lack of predictability by strengthening its management practices and reviewing its financing methods. At the same time, the external evaluation and the audit have highlighted the need to further strengthen certain critical and core areas of work in order to ensure the effective discharge of the mandate entrusted to the Strategy secretariat, notably: partnership development; communications; policy development and support to the Global Platform for Disaster Reduction as the main global forum and the preparation of critical reports as requested by the Hyogo Framework for Action; knowledge management; resource mobilization; regional coordination and support; and management. In that context, in the OIOS audit report, it was recommended that

management consider regular budget allocations to provide basic core support. This would contribute significantly to securing additional funding.

IV. Conclusions and recommendations

45. The movement to reduce disaster risk is accelerating worldwide. The past 12 months saw a clear increase in the number of new actors and stakeholder groups — such as parliamentarians and city networks — taking an active part in the implementation of the Hyogo Framework for Action. While some good progress has been made in several priority areas of the Framework, the rapid pace of increase in vulnerability is creating additional challenges for implementation at the national and local levels.

46. One major challenge in the implementation of the Hyogo Framework for Action remains reaching the most vulnerable and poor communities. As highlighted at the Global Platform in 2009, participatory and grass-roots processes are often not adequately supported by the central or local governments, and the methods, knowledge and tools generated are not being adequately brought into the mainstream of policy and implementation. There is a pressing need to build institutions, including legal frameworks, to sustain disaster risk reduction action.

47. The Global Platform recognized the drastic mismatch between the resources required to address disaster risk in developing countries and those actually available. Specific targets were proposed in order to mainstream disaster risk reduction both in the humanitarian and development funding policies. This call has proved a motivating factor for some Governments already. However, additional efforts are still required if the goals of the Hyogo Framework are to be achieved by 2015.

48. 2010 marks the tenth anniversary of the creation of the International Strategy for Disaster Reduction as well as the mid-point of the Hyogo Framework for Action 2005-2015. The preliminary results of the ongoing Mid-Term Review indicate that the Hyogo Framework for Action has proved to be a useful framework in guiding the global effort towards a more resilient world. At the same time, they reveal an uneven progress across regions and different sectors. The Mid-Term Review will be discussed at the third session of the Global Platform, which will provide an important opportunity to address strategic and fundamental matters in order to accelerate the implementation of the Hyogo Framework for Action.

49. The following are recommended.

(a) Accelerate the systematic implementation of the strategic goals of the Hyogo Framework for Action at the regional, national and local levels

50. I urge Member States to accelerate the implementation of the Hyogo Framework for Action by strengthening their national disaster risk reduction capacities, and by integrating disaster risk reduction into development agendas, and through active participation in the Strategy system, the Mid-Term Review process and the third session of the Global Platform for Disaster Risk Reduction, to be held in May 2011.

51. The United Nations system will make every effort to accelerate its full integration and mainstreaming of risk reduction into all its programmes and

activities to ensure that it contributes to the achievement of the Hyogo Framework for Action as well as to the Millennium Development Goals.

(b) Invest today for a safer tomorrow to ensure the achievement of the Millennium Development Goals through disaster risk reduction and climate change adaptation

52. A more integrated framework for reducing disaster risk and increasing resilience to natural hazards in different development sectors can have multiplier effects and accelerate achievement of the Millennium Development Goals. To this end, I encourage Member States to ensure that plans to scale up action to achieve the Millennium Development Goals consider disaster risk. I call on Member States to dedicate substantially greater funds from national budgets to reduce disaster risk, adapt to climate change, and safeguard development, and to take necessary action to halve the loss of life from disasters by 2015, which marks the deadline both for the Millennium Development Goals as well as for the Hyogo Framework for Action.

53. I recommend that Member States consider adopting investment benchmarks, as suggested at the 2009 Global Platform for Disaster Risk Reduction, such as the concept of allocating 10 per cent of humanitarian relief and reconstruction funds, 1 per cent of national development funding, and 30 per cent of national climate change adaptation funds for disaster risk reduction. Together with OECD/DAC, Member States are also encouraged to develop explicit disaster risk reduction investment and reporting guidelines in ODA investments.

(c) Support the resilient cities initiative

54. I strongly urge Member States to join the global initiative Making Cities Resilient 2010-2011: My city is getting ready, to increase the resilience of cities and urban areas, in particular by raising the awareness of citizens and local governments of risk reduction options and by mobilizing political commitment and support among local governments to include risk reduction aspects in urban development planning and critical infrastructure investments, such as schools and hospitals.

(d) Strengthen the funding arrangements for the Strategy

55. In the light of the increasing need to strengthen international cooperation efforts in support of the implementation of the Hyogo Framework for Action and, consequently, of the Strategy secretariat's support activities, I call on Member States and Strategy stakeholders to augment their financial contributions to the United Nations Trust Fund for Disaster Reduction to ensure adequate and flexible support for the implementation of the Hyogo Framework for Action.

56. Considering the request of the General Assembly in its resolution 64/200 and the recommendations contained in the OIOS report, and with a view to stabilizing the financial base of the secretariat and its capacity to mobilize partnerships for disaster risk reduction, I feel the stage may have been reached when there may be a need to consider supporting an allocation from the assessed budget to fund the secretariat's core and recurrent activities. I look forward to Member States' consideration of this matter.

Annex I

Specific information on progress made in implementing the Hyogo Framework for Action

1. National Governments regularly submit reports on progress against the Hyogo Framework for Action. The latest reporting cycle was initiated in mid-July 2010 and the results will be ready for the third session of the Global Platform for Disaster Risk Reduction, in May 2011. The following sections provide an overview of achievements as reported to the Strategy secretariat by partners in relation to the five priority areas of the Hyogo Framework.

A. Action at the national level

Priority 1
Ensure that disaster risk reduction is a national and a local priority with a strong institutional basis for implementation

2. Coordination at the national level improved in several countries, with new national and bilateral partnerships formed. Ministers are setting up national mechanisms to address disaster risk reduction in their countries and are meeting regularly in regional settings.

3. Afghanistan, the Plurinational State of Bolivia, Croatia, the Democratic Republic of the Congo, Egypt, Finland, Guatemala, Mauritania, Mexico, Monaco and Poland established national platforms for disaster risk reduction during the reporting period. Currently, altogether 61 countries have established such multi-stakeholder coordination mechanisms.

4. Several countries have made progress in national disaster risk reduction policies, strategies and legislative frameworks. Maldives, Nepal, the Philippines and Viet Nam went through participatory processes resulting in national plans for disaster risk reduction. Tajikistan endorsed and adopted the national disaster risk management strategy and action plan for the next five years. Tonga and the Federated States of Micronesia have started to develop national disaster risk reduction action plans. Namibia has developed a new bill on disaster risk management. The Parliament of Serbia passed a new law improving its disaster risk reduction system. Gambia, Ghana and Togo revised their national policies for disaster risk reduction with elements of climate change adaptation. Senegal developed a national programme on disaster risk reduction, led by the Ministry of the Interior.

5. The Dominican Republic, Honduras, Guatemala, Mali and Mexico revised their institutional and legislative frameworks, moving the focus from response to risk reduction. A multi-stakeholder network in the Philippines drafted comprehensive legislation on disaster risk reduction linked to climate change adaptation, passed by Congress in May 2010.

6. Indonesia made progress in formulating a National Action Plan 2010-2013 for disaster risk reduction. After the earthquake, Haiti created a vulnerability reduction unit under the Ministry of Planning and External Cooperation, to mainstream disaster risk reduction in the national development agenda. Niue has integrated

disaster risk reduction into its new National Strategic Plan 2009-2013 guiding the country's development.

7. Albania, Bosnia and Herzegovina, Croatia, the former Yugoslav Republic of Macedonia, Montenegro, Serbia, and Turkey organized national policy dialogues on disaster risk reduction to address the implementation of the Hyogo Framework in legislation, institutional coordination, planning, early warning and risk assessments. Similar efforts have been made in Kosovo.[a]

Priority 2
Identify, assess and monitor disaster risks and enhance early warning

8. In Pakistan, early warning systems for droughts, tsunamis and communicable diseases were completed in high-risk districts. Training courses on disaster risk management and earthquake safe construction were conducted in 66 districts. In Georgia, a thorough national risk assessment was undertaken by scientists and academic institutions to serve as the basis for a national strategy for disaster risk reduction.

9. A flood and landslide early warning system was developed in La Paz, Plurinational State of Bolivia; and an early warning network for Central America was coordinated by the Organization of American States. In Guatemala, vulnerability and risk mapping is being carried out for municipalities prone to floods to guide city planning and to enhance disaster preparedness.

10. In Djibouti, the new, comprehensive approach to risk assessment enables the development of versatile and effective tools for the evaluation and communication of risk, sensitizing decision makers to potential losses deriving from natural hazards. At the municipal level, this work helps to quantify the risk associated with climate change and improves land use planning to incorporate risk management.

11. A risk assessment in Dakar, has become a key building block of sustainable disaster risk reduction. The assessment, undertaken by the Government's municipal development agency, with the Global Facility for Disaster Reduction and Recovery, combined a state-of-the-art spatial study of natural hazards and climate change risks with an analysis of the institutional framework for disaster risk management in the city. Based on this analysis, an action plan has identified ways to lower Dakar's vulnerability even while its population is growing rapidly.

12. Croatia and Bosnia and Herzegovina held workshops on how to develop effective national platforms for disaster risk reduction, supported by the Capacity for Disaster Reduction Initiative and the Disaster Preparedness and Prevention Initiative for South-Eastern Europe. Similar workshops were held in Armenia, Kazakhstan, Kyrgyzstan and Tajikistan.

Priority 3
Use knowledge, innovation and education to build a culture of safety and resilience at all levels

13. In Viet Nam, over 500 Government staff from the agriculture, education, and health sectors were trained in early warning, preparedness and recovery. The methodology for damage and loss assessment will be replicated at the provincial and

[a] In the context of Security Council resolution 1244 (1999).

district levels, in partnership with other development agencies. Similarly, in the Lao People's Democratic Republic, Government staff were trained on the methodology for damage and loss assessment. In Indonesia, the National Disaster Management Agency was supported through training-of-trainers modules. Along with other programmes, these efforts have strengthened recovery planning and capacities in post-disaster needs assessments.

14. In Ecuador, a participatory process and active communication strategy seeks to strengthen the local disaster risk reduction capacity of the municipal government, academia, community organizations, and the private sector. In the Central African Republic, community health workers were trained in the capital city on the maintenance of drainage systems, solid waste management, health and hygiene, and flood preparedness.

15. In Maldives, Tajikistan and the United Republic of Tanzania, teachers' guides and students' books were developed to mainstream disaster risk reduction into education. In Central Asia, 40 universities have incorporated disaster risk reduction as an optional programme. Several countries also integrated disaster risk reduction into school curricula and safety programmes, triggered by the United Nations Children's Fund (UNICEF) and the Strategy secretariat.

Priority 4
Reduce the underlying risk factors

16. Madagascar upgraded its cyclone-proofing for public infrastructure and introduced new standards into national legislation. In the new regulation, both builders and approvers are potentially liable in case of building failure — and could be made to pay compensatory damages established by the penal code. This innovation addresses a major weakness in the disaster risk management framework of many developing countries, where codes exist but are not respected.

17. Viet Nam, supported by the Global Facility, assessed the impact of climate change on urban drainage infrastructure in three coastal cities. This assessment included expected changes within the lifespan of the infrastructure improving the system's capacity to handle more frequent storms, increased rainfall and rising sea levels.

18. Yemen is strengthening Sana'a's long-term development strategy through an assessment of the major risks from floods and landslides. Sana'a's municipality took the decision to embed hazard risk management as a core pillar to their long-term city development strategy for sustainable development.

19. Argentina, Colombia, Costa Rica, the Dominican Republic and Peru are considering disaster risk reduction tools in their land-use planning and public investment systems. A Global Facility study of land zoning plans in Guatemala will influence the decision-making process that will determine which municipal areas are safer.

20. The Islamic Republic of Iran developed a plan to implement measures to make hospitals safer from disasters. India is implementing a $350 million national project on cyclone mitigation to safeguard the lives and livelihoods of more than 50 million people in the coastal areas. In Tajikistan, 16 hospitals are being retrofitted to withstand hazards and primary health-care facilities are being rehabilitated. Assessments of health facilities were also conducted in Oman, Sudan, and in Latin

America and the Caribbean. In December 2009, Uzbekistan finalized a national programme with 9,600 schools assessed for physical vulnerability to earthquakes, followed by retrofitting and reconstruction as needed.

21. In Ethiopia, the World Food Programme (WFP) has supported local authorities through the construction of dams, the rehabilitation of land through terracing, and reforestation. The initiative has helped to turn dry lands into productive assets, and communities have seen the food security of households increased by 50 per cent.

22. The International Federation of Red Cross and Red Crescent Societies (IFRC) and its National Societies invested over $63 million in community-based disaster risk reduction, including activities in preparedness, food security, livelihoods and climate change adaptation. Over 13.5 million vulnerable people in over 113 countries were supported to live in more resilient communities.

Priority 5
Strengthen disaster preparedness for effective response at all levels

23. The Office for the Coordination of Humanitarian Affairs (OCHA) is involved in more than 50 countries in strengthening disaster preparedness measures in contingency plans. Inter-agency exercises to strengthen governmental capacities through pre-disaster recovery planning were undertaken in Ecuador and the Dominican Republic. In Nepal, three major earthquake simulation exercises were organized in 2009-2010.

24. Ethiopia developed the Livelihood, Early Assessment and Protection indicator, providing an objective measurable indicator based on water balance and crop growth data that trigger early protection measures. In Mexico, Mozambique, Nepal, the United Nations Human Settlements Programme (UN-Habitat) and the Global Risk Identification Programme have supported local authorities in mapping risk for contingency planning and disaster risk reduction.

25. Training to build national capacities for health emergency management have been conducted by national agencies supported by the World Health Organization (WHO) and partners on safe hospitals and hospital preparedness, mass casualty management and disaster needs assessment.

B. Action at the regional level

26. Sustained engagement in strengthening the capacity of regional and subregional intergovernmental organizations in disaster risk reduction in Africa, the Americas, South-Eastern Europe, the Middle East, Northern Africa and Asia and the Pacific have significantly empowered subregional partners.

27. The International Federation of Red Cross and Red Crescent Societies adapted its global framework for community safety and resilience to regionally owned and targeted disaster risk reduction frameworks, for example in South-East Asia, the Americas, and Africa specifically for food security, recognizing the necessary facilitating role regional centres provide to link global policy to local action.

28. **Africa**: At the Second Ministerial Conference on Disaster Risk Reduction in Africa, held in Nairobi in April 2010, ministers adopted the extended Africa Programme of Action for the Implementation of the Africa Regional Strategy for

Disaster Risk Reduction. In the conference declaration all member States were asked to: (a) report on the relative increase in allocation to disaster risk reduction; (b) encourage steps towards an African disaster risk pool; (c) strengthen the role of the regional economic commissions; and (d) recognize the increased importance of community-based activities.

29. The Ministerial Conference, and preceding expert meeting, was organized by the African Union Commission, the Government of Kenya, and the Strategy secretariat, in collaboration with the Global Facility.

30. The First Conference of Ministers Responsible for Meteorology in Africa was held in tandem with the above-mentioned Ministerial Conference on disaster risk reduction. In the conference declaration, ministers committed themselves to strengthen national meteorological services by providing them with adequate institutional frameworks and resources, to fully contribute to wider disaster risk reduction efforts.

31. The African Centre for Disaster Studies held a course on disaster risk reduction and climate change adaptation in South Africa, focusing on multisectoral approaches for reducing disaster risk and climate change adaptation in the context of sustainable development.

32. Disaster risk reduction focal points from member States of the Economic Community of West African States (ECOWAS) were trained on risk assessment in Senegal, in November 2009. The training concluded with recommendations for strengthening West African capacity in risk assessment and mapping; and for reinforcing the role of ECOWAS as a facilitating body to accelerate the implementation of the Africa Regional Strategy for Disaster Risk Reduction. ECOWAS also convened a regional workshop on integrating disaster risk reduction and climate change adaptation, in Accra in June 2010.

33. **Arab States**: Cooperation with regional intergovernmental organizations, in particular the League of Arab States and its specialized organizations, led to commitments by its member States for the inclusion of disaster risk reduction in regional policies on climate change, environment and disaster management coordination mechanisms. The Council of Arab Ministers Responsible for the Environment is developing an Arab Strategy for Disaster Risk Reduction. The Arab Resilient Cities Network was established and comprises regional experts whose role is to inform the global campaign on regional perspectives and enhance knowledge exchange and identification of good practices.

34. Collaboration between the Strategy secretariat, the Global Facility and the United Nations Development Programme (UNDP) led to training of officials from Algeria, Egypt, Jordan, Morocco, the Syrian Arab Republic and Yemen in developing databases on disaster losses with a view to building institutional capacities in managing risk information systems. This will enable informed decision-making processes in risk reduction and climate change adaptation.

35. The Strategy secretariat, the Global Facility, UNDP and the Syrian Ministry for Local Administration convened the Regional Workshop on Urban Risk Reduction, in Damascus in November 2009, to discuss regional priorities and challenges with respect to urban risk reduction. Outcomes included the establishment of a regional task force for urban risk reduction.

36. **Asia and the Pacific**: Efforts by Strategy system partners in Asia led to more substantial political commitment for disaster risk reduction in the region. The Strategy's Asia Partnership mechanism further developed collaboration among its main actors such as the Asian Disaster Preparedness Centre, the Asian Disaster Reduction Centre, the Asia-Pacific Economic Cooperation, the South Asian Association for Regional Cooperation, and the Pacific Islands Applied Geoscience Commission.

37. Regional cooperation was significantly enhanced through the Association of Southeast Asian Nations (ASEAN) Agreement on Disaster Management and Emergency Response, ratified by the member States of ASEAN and entered into force in December 2009. The Agreement is the region's principal disaster management framework and contains provisions on disaster risk identification, monitoring and early warning, prevention and mitigation, preparedness and response, rehabilitation, technical cooperation and research, as well as mechanisms for coordination.

38. In South-East Asia, assessments of national capacities in disaster risk reduction were carried out in Cambodia, Indonesia, the Lao People's Democratic Republic, the Philippines and Viet Nam, supported by the World Meteorological Organization (WMO), the World Bank and the Strategy secretariat.

39. The International Strategy for Disaster Reduction-Economic and Social Commission for Asia and the Pacific meeting on the topic "Coastal and climate hazards: priorities for the Indian Ocean and South-East Asia" took place in Bangkok in September 2009, to review joint regional priorities of the environment and disaster risk reduction communities, as well as those of various bilateral and multilateral funding mechanisms available. The meeting identified technical assistance priorities for the coming years.

40. The programme entitled "Building resilience to tsunamis in the Indian Ocean region", coordinated by the Strategy secretariat and funded by the European Commission, was completed with a review workshop among implementing partners and Governments. Follow-up actions and national priorities that emerged from the programme have been identified by partners.

41. Regional cooperation in the Pacific was enhanced through a quadripartite agreement between the Pacific Islands Applied Geoscience Commission, the secretariat of the Pacific Community, the Strategy secretariat and the World Bank. The agreement on regional collaboration in disaster risk reduction in the Pacific will guide regional cooperation among the four partners until 2015 and accelerate efforts to mainstream disaster risk reduction and climate change adaptation into development processes.

42. **The Americas**: The second Hemispheric Encounter on National Mechanisms and Networks for Disaster Risk Reduction was held in collaboration with the Government of Colombia and the Organization of American States. The event, entitled "Encounter of Santa Marta: from theory to practice", showcased over 100 good practices, showing that partners are moving from words into action.

43. The Central American Probabilistic Risk Assessment provides comprehensive tools for risk analysis and management and for capacity-building initiatives for national institutions in six countries. Within the Central American Integration

System, a more coordinated approach is being developed to deal with the environment, disaster risk reduction, climate change and development.

44. In Central America and the Caribbean, WMO, with support from the Coordinating Centre for the Prevention of Natural Disasters in Central America, the Caribbean Disaster Emergency Management Agency, UNDP, the Strategy secretariat, the World Bank, IFRC and WFP, among others, organized a multi-hazard early warning systems training in Costa Rica. A similar regional cooperation programme will be developed for the Caribbean, building on existing capacities and partnerships in the region.

45. A new intergovernmental alliance in the Southern Common Market (MERCOSUR) region was created in July 2009 in Asunción, at the Specialized Meeting on Socio-natural Disaster Risk Reduction, Civil Defence, Civil Protection and Humanitarian Assistance, based on the MERCOSUR Presidential Statement on Humanitarian Assistance.

46. Within the Caribbean, the Comprehensive Disaster Management Strategy has been rolled out, including institutional changes such as the transition from the Caribbean Disaster Emergency Response Agency to the newly created Caribbean Disaster Emergency Management Agency, as of 1 September 2009.

47. **Europe and Central Asia**: The European Forum for Disaster Risk Reduction was established in London in November 2009 with support from the Council of Europe, the European Commission and the Strategy secretariat. The Forum is currently co-chaired by Sweden and the former Yugoslav Republic of Macedonia.

48. Advocacy efforts led to increased engagement of the European Union and the European Commission in disaster risk reduction. Among others, the European Commission adopted two communications for promoting disaster risk reduction: one within the European region and the other in support of developing countries. The latter has been adopted into an European Commission-wide strategy for disaster risk reduction, in line with the Hyogo Framework for Action. The European Commission is now including disaster risk reduction into the sector plans designed for South-Eastern Europe candidate countries for European Union accession. In that regard, a 3 million euros programme for disaster risk reduction for 2008-2013 is being implemented in the region by UNDP, WMO and other partners.

49. Based on demand by countries to coordinate transboundary actions in disaster risk reduction in South-Eastern Europe, the Strategy secretariat and the World Bank helped Disaster Preparedness and Prevention Initiative for South-Eastern Europe to develop a web-based management information system to facilitate knowledge and information-sharing among the countries of South-East Europe.

50. WMO, in collaboration with the United Nations Convention to Combat Desertification secretariat, facilitated the establishment of the Drought Management Centre for South-Eastern Europe, involving Albania, Bosnia and Herzegovina, Bulgaria, Croatia, the former Yugoslav Republic of Macedonia, Greece, Hungary, the Republic of Moldova, Romania, Slovenia and Turkey.

51. In South-Eastern Europe and Central Asia, the Strategy secretariat is collaborating with UNICEF to assess the status of disaster risk reduction education in schools.

52. In Central Asia, the Islamic Republic of Iran and the Caucasus, initiatives on disaster risk reduction were developed within the education sector and for poverty reduction strategies, development planning, disaster preparedness and response capacities. A risk assessment for Central Asia and the Caucasus was carried out in 2009, including assessment of disaster risk financing and risk transfer, and the status and condition of hydrometeorological services.

53. The Central Asian Coordination Centre on Disaster Response and Risk Reduction was established in Almaty, Kazakhstan, to help Governments in the region to jointly address transboundary hazards.

C. Action at the international level

Priority 1
Ensure that disaster risk reduction is a national and a local priority

54. The World Bank, through the Global Facility, has continued to proactively promote disaster risk reduction as one of the strategic pillars in Country Assistance Strategies and Poverty Reduction Strategy Papers, the World Bank lending instruments, and several corporate strategies. Disaster risk is recognized as a challenge to the strategy in 48 countries, and disaster risk reduction is recognized as one of the strategic pillars in 11 countries, and a cross-cutting issue in 26 countries.

55. The Global Facility's South-South cooperation programme fosters innovation through cooperation among southern Governments and research institutions. The first grant was awarded to create a partnership among three disaster-prone cities in Ecuador, Nepal and the Philippines, for the exchange of knowledge and good practice in risk sensitive land-use planning and emergency management systems. In 2010, a second grant was given to the Intergovernmental Authority on Development to forge partnership among East African countries to strengthen institutional arrangements for disaster preparedness and climate monitoring.

56. The International Federation of Red Cross and Red Crescent Societies scaled up its resilience programming around the globe. To ensure prioritization and proper targeting at the national level, efforts focus on improving accountability and impact, as well as cost-effectiveness, through such tools as cost-benefit analysis.

Priority 2
Identify, assess and monitor disaster risks and enhance early warning

57. Efforts were made in a number of regions to support higher investments in effective early warning systems. The ASEAN initiative on disaster risk mitigation and adaptation, in cooperation with the Global Facility, the Strategy secretariat, WMO and meteorological services in South-East Asian countries, serves as the foundation for investment priorities in early warning, disaster risk reduction and financing, including disaster risk insurance. In Central Asia, a hydrometeorological study is under finalization to guide new investment in this area.

58. UNEP initiated a Risk and Vulnerability Assessment Methodology Project to develop an evidence-based tool that considers environmental and climatic factors to assist effective decision-making in public investment. The project demonstrates the value of ecosystem services for hazard mitigation and livelihoods protection, often neglected by development planners. Pilot tested in Jamaica, the project provided

quantifiable information on the role of coral reefs and sea grasses in coastal protection from storm surges and sea-level rise. WHO established the Vulnerability and Risk Analysis and Mapping unit at the WHO Mediterranean Centre for Health Risk Reduction to support regional and national risk assessments and capacity development.

59. UNESCO strengthened international and regional networks on knowledge-sharing and capacity-building for earthquake risk mitigation. The international platform on seismic risk information conducted several workshops on earthquake risk reduction in the Mediterranean and Asian regions. UNESCO organized, with the Intergovernmental Group on Earth Observations of the Global Earth Observation System of Systems (GEOSS), a specialized workshop on mitigating the impact of geological hazards. UNESCO is leading the efforts in GEOSS to develop a community of practice on geo-hazards; and currently runs 10 international research and capacity-building projects to strengthen science-based decision-making.

60. A partnership between the Food and Agriculture Organization of the United Nations, WFP and the International Fund for Agricultural Development (IFAD) was revitalized to accelerate the implementation of the goals of the Hyogo Framework. An example is the WFP-IFAD Weather Risk Management Facility which has been instrumental in implementing successful projects.

Priority 3
Use knowledge, innovation and education to build a culture of safety and resilience at all levels

61. PreventionWeb has become the global hub for information-sharing on disaster risk reduction, with over 560,000 unique users and 7,500 key documents from over 1,600 sources. Content includes the revised United Nations International Strategy for Disaster Reduction Terminology on Disaster Risk Reduction (2009) in six languages.

62. The UNICEF/Save the Children-led education cluster continues to promote disaster risk reduction. While work has started on guidance, tools and good practices, the cluster continues to seek strategies to better link humanitarian actions with disaster risk reduction in education sector plans.

Priority 4
Reduce the underlying risk factors

63. The Partnership on Environment and Disaster Risk Reduction, a global thematic platform of the Strategy system,[b] focuses on policy advocacy and capacity development to raise awareness of the role of ecosystems in disaster risk reduction. It connects the environmental science and development communities to develop more effective risk reduction strategies based on scientific knowledge and practice. The International Union for Conservation of Nature (IUCN), the Global Facility and the Strategy secretariat are promoting together biodiversity conservation and protected areas as a means of disaster risk reduction for local communities.

[b] Partners: the United Nations Environment Programme (UNEP), the United Nations University (UNU), IUCN, ProAct Network, the Strategy secretariat, UNDP, the Asian Disaster Preparedness Centre, WWF, Global Fire Monitoring Centre and the Stockholm Environment Institute.

64. UNEP is developing a disaster risk reduction strategy for 2010-2011. The portfolio includes global and national advocacy and field-based interventions in vulnerable countries with environment hotspots. It seeks to enhance national institutional capacity to reduce disaster risk through improved environmental management. In the Asia-Pacific region, UNEP, with the Strategy secretariat and the Asian Disaster Preparedness Centre, provided training to national coastal zone managers on the integration of disaster risk reduction in coastal zone management in India, Indonesia and Sri Lanka.

65. A total of 188 WFP projects were active in the reporting period; 45 per cent of these, covering 53 countries, have a climate change or disaster risk reduction-related activity, with an estimated total budget of $641 million. These include activities in agriculture, land management, water conservation, forestry, infrastructure rehabilitation and building and capacity-building.

66. As countries seek to achieve the Millennium Development Goals by 2015, hospital and school construction is expected to increase. To ensure higher standards of hazard resilience, a guide book on safe school construction was developed and translated into Chinese, Bahasa and Hindi for dissemination at the local level.

67. The Global Facility for Disaster Reduction and Recovery supports disaster-prone countries to develop innovative disaster-risk pooling solutions. In the Pacific islands, a regional catastrophe risk pool, merging the emergency reserve funds of several island States with the financial capacity of the international capital market, is being established. The Strategy secretariat, the World Bank and the Regional Cooperation Council for South-Eastern Europe set up a regional South-Eastern and Central Europe Catastrophe Risk Insurance Facility owned by countries and managed by the private sector to cover catastrophic events through regional funding.

Priority 5
Strengthen disaster preparedness for effective response at all levels

68. The humanitarian community continued its preparedness work consistent with priority 5 of the Hyogo Framework for Action. Within the context of the Inter-Agency Standing Committee (IASC) a survey of the role of its member agencies in preparedness was undertaken and the results, gaps analysis and recommendations will be acted upon. It emphasized the need to invest in building the preparedness capacities of national and local authorities and the importance of developing capacities in an integrated manner — linked specifically to national development objectives and national multi-hazard disaster reduction plans.

69. OCHA has been actively engaged with partners in the implementation of the Hyogo Framework for Action, in particular on disaster preparedness. This has included support to both regional and national partners in the area of training and mainstreaming disaster preparedness measures in contingency plans and response plans. In addition, OCHA has supported several regional organizations, such as ECOWAS for regional preparedness plans.

70. Members of the IASC Cluster Working Group on Early Recovery developed thematic and procedural guidance on post-disaster needs assessment and recovery frameworks in a range of sectors.

71. The International Recovery Platform mechanism supported the development of the online tool for the Post-Disaster Needs Assessments mechanism, which is

coordinated by the World Bank, the United Nations and the European Commission and activated upon request by Governments. The new online tool brings uniformity to the process of assessment ex-post and promotes the inclusive participation of all partners. The International Recovery Platform is finalizing guidance notes on recovery practice to facilitate and inform how to "build back better" in countries affected by disasters.

72. The preparedness capacity of WHO and health partners to respond to disasters has been strengthened through the implementation of the Global Health Cluster and the development of guidance, tools and training programmes.

Annex II

Reduction of vulnerability to severe climate-related hazards

1. In response to General Assembly resolution 63/217, International Strategy for Disaster Reduction system partners have been actively enhancing coordination between adaptation to climate change and disaster management strategies at international, regional and national levels. At the international level, as part of its ongoing advocacy with the Parties to the United Nations Framework Convention on Climate Change, the Strategy secretariat enabled the participation of disaster risk reduction experts from 10 developing countries (Argentina, Colombia, the Cook Islands, Ghana, Mexico, the Philippines, Peru, Samoa, the Sudan and Viet Nam) to assist their national delegations in climate change negotiations. It also published a briefing note entitled, "Adaptation to climate change by reducing disaster risks: country practices and lessons", showcasing the efforts of national and local governments to integrate disaster risk reduction and adaptation plans and programmes.

2. Four consultative meetings with parliamentarians from Africa, Latin America and Europe were organized on disaster risk reduction and climate change adaptation. These resulted in the first parliamentarian meeting on climate change and disaster risk reduction for Latin America, organized at the initiative of the Costa Rica Legislative Assembly, as well as the launch of the Black and Green, Ready to Lead campaign in Africa. A parliamentarian declaration of commitment was adopted at the International Round Table of Parliamentarians at the high-level segment of the fifteenth session of the Conference of the Parties to the United Nations Framework Convention on Climate Change, held in Copenhagen. Collaboration with parliamentarians has also resulted in a resolution of the Inter-Parliamentary Union (IPU), in which IPU urged the development of national legislation that would ensure synergy between disaster risk reduction and climate change adaptation.

3. The Strategy secretariat and its partners shared technical knowledge of disaster risk reduction strategies and methods through the United Nations Framework Convention on Climate Change Nairobi Work Programme on Impacts, Vulnerability and Adaptation on Climate Change. Recent collaboration focused on promoting regional adaptation centres to build upon existing disaster risk reduction networks and centres.

4. The Intergovernmental Panel on Climate Change (IPCC) Special Report, entitled "Managing the risk of extreme events and disasters to advance climate change adaptation", is being prepared by leading experts on disaster risk reduction, climate change science and adaptation, to be completed in 2011. This collaborative process is enabling the strengthening of each discipline's conceptual frameworks as well as identifying current disaster reduction practices that are useful for adaptation.

5. The World Climate Conference-3 established a Global Framework for Climate Services to improve the quality of climate information and services, especially to the most vulnerable, to adverse impact of climate variability and change. The High-Level Task Force is now working to convert the Framework into an operational system and to propose an implementation plan for States to adopt at the World Meteorological Organization (WMO) Congress in May 2011.

6. Even without an agreement on climate change, national and local governments and mayors are taking collaborative action to coordinate disaster risk reduction and climate change adaptation. The global launch of the Making Cities Resilient campaign took place in Bonn, Germany, in May 2010, in collaboration with the Local Governments for Sustainability and World Mayors Council on Climate Change, in the framework of the Mayors Adaptation Forum at the Resilient Cities 2010 Congress. The Bonn Declaration of the Mayors Adaptation Forum affirms commitment to local climate adaptation action and to the implementation of the campaign.

7. WMO is establishing regional climate centres worldwide that will create regional climate products including long-range forecasts. This will strengthen the capacity of WMO members in a given region to deliver better climate services to national users. The Beijing Climate Centre and the Tokyo Climate Centre have been designated as regional climate centres. Europe is implementing a pilot phase network, and Africa has initiated the implementation plan for establishing regional climate centres.

Annex III

International cooperation to reduce the impact of the El Niño phenomenon

1. In response to General Assembly resolution 63/215, the International Research Centre on El Niño, in Guayaquil, Ecuador, has developed into a reference centre on climate services and climate-related disasters risk reduction in the Andean region — the Western coast of South America — and globally. Its main contributions are in the area of climate research, supporting applied studies with data collection and contributing to the periodic El Niño/La Niña Updates, coordinated by the World Meteorological Organization (WMO).

2. The Centre developed a number of tools, including a new climate database for the Western coast of South America (El Niño/Southern Oscillation-sensitive countries) and a regional climate information system for risk management in the agriculture sector. This system includes the improvement of national capacities on climate statistical and dynamical forecast, climate-agriculture risk mapping, capacity-building — with more than 150 trained experts — and climate information dissemination. In addition, training packages on climate consequences, risk management, early warning systems and adaptation strategies reached 560 community leaders in the region.

3. WMO has established a consensus mechanism for the development of updates on El Niño/La Niña conditions, to which the Centre and many climate centres and climate expert organizations contribute. This initiative has been well received worldwide and is instrumental in improving consistency in terminology and the uptake of seasonal information. It can be extended to other aspects of long-range forecasts and is being considered for global seasonal climate updates.

4. The Regional Climate Outlook Forums, supported by WMO in partnership with a number of other agencies, brought together national, regional and international climate experts, on an operational basis. They produce regional climate outlooks based on input from national meteorological and hydrological services, regional institutions, regional climate centres and global producers of climate predictions. Through interaction with policymakers and practitioners, the Forums assess the likely implications of the outlooks on the most pertinent sectors. The Forums meet regularly in Africa, South America, Central America, Asia, the Pacific Islands, the Caribbean and South-Eastern Europe.

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Programme budget for the biennium 2010-2011

Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations

Second progress report on the enterprise resource planning project and revised estimates under section 28A, Office of the Under-Secretary-General for Management, of the programme budget for the biennium 2010-2011, and under the support account for peacekeeping operations

Report of the Secretary-General

Summary

The present report is submitted pursuant to General Assembly resolution 64/243, in which the Assembly requested the Secretary-General to continue to ensure that the Assembly is kept informed, on an annual basis, of the progress of the enterprise resource planning project.

Umoja (Swahili for "unity") is a continuous organizational transformation that will enable high-quality and cost-effective service delivery anywhere in the world in support of the evolving mandates of the United Nations Secretariat. In the past year, the Umoja team has made considerable progress towards realizing this vision.

Notably, it has finished the detailed design of future business processes that included hundreds of hours of staff subject matter expert participation (the related design documentation was in draft form, being validated with process owners at the time of writing); produced an updated benefits case that verifies qualitative and quantitative value opportunities published in 2009; launched change management and communication programmes; analysed potential changes to the Organization's rules, regulations, policies and procedures to optimize business processes; and expanded its database of existing information systems. It is analysing which information systems may be replaced by or interfaced with Umoja, and is considering the consolidation of functions to enhance the quality of service and further lower operational costs.

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The final part of the design phase is now under way. New United Nations processes and requirements will be expressed in the technical language of the future software system, producing a "business blueprint" that completes preparation for building the Umoja system.

Building on the process improvements and the flexibility that global information consolidation will provide, an initial assessment confirms that the United Nations may also achieve significant annual benefit from a revised service delivery structure that centralizes specific functions in shared service centres and centres of excellence. The assessment's positive outcome warrants further analysis, which will be reported in due course.

Despite challenges during the current reporting period, it is still projected that Umoja will deliver within the time frame published in the first progress report (A/64/380). The two biggest issues have been the protracted negotiations to procure the preferred enterprise software package, which has now been completed, and the difficultly in filling staffing positions quickly enough. As at 31 August, 46 out of 80 staffing positions had been filled.

Since the submission of the previous progress report, Umoja has continued to receive good support and guidance from its Steering Committee. Members of the Committee have facilitated the work of Umoja whenever possible and have taken decisions in a timely manner.

The Umoja team also continues to collaborate closely with complementary initiatives working in parallel to improve the United Nations administrative functions. The present report provides a brief update on how Umoja is handling these numerous cross-cutting issues and opportunities.

As requested by the General Assembly in its resolution 64/243 for "lower-cost options" for Umoja, efforts have been made to run the project at lower cost in the past year, while also looking for opportunities to reduce cost projections. Progress in that regard is summarized in the report, but is incremental in nature. No dramatic cuts can be made at this stage while the project is in the midst of execution without substantially altering the plan and approach that has been approved by the Assembly. Therefore, the overall level of funding required remains unchanged.

The actions requested of the General Assembly appear in section VI.B of the report. The Assembly is requested to take note of the progress in the implementation of the Umoja project; to approve a complement of a total of 90 temporary posts for the Umoja project under the special account for recording income and expenditure of the project; to appropriate an amount of $12,416,300, initially approved in resolution 64/243 as commitment authority; and note that the respective shares of the regular budget and the support account for peacekeeping operations of the future remaining requirements will be included in the respective budgets for respective financial periods.

It may be recalled that, although 36 general temporary assistance-funded positions were previously requested as new temporary posts in the first progress report (see A/64/380, para. 94), there was no explicit approval by the General Assembly to create them as temporary posts, and this request is therefore reiterated. Moreover, the Assembly is requested to approve the redeployment of resources from contractual services to fund 10 temporary posts to: (a) support the programme and project management function of the Organization, and (b) strengthen the delivery

capacity of the Umoja team, bringing the total number of temporary posts for the project to 90. The cumulative savings achieved from this and other incremental efforts will be reported at a more mature phase of the project implementation.

In the meantime, Umoja is exercising the utmost prudence in utilizing the resources approved by the General Assembly, as would be expected of a team whose aspiration is to increase efficiency and improve resource management throughout the Organization.

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I. Introduction

1. The overarching principles guiding Umoja are summarized in the following vision statement:

> Umoja is a continuous organizational transformation, enabling high-quality, cost-effective service delivery for evolving United Nations mandates, anywhere in the world. By updating skills, harmonizing practices and applying global technology, Umoja maximizes the productivity of the United Nations human, financial and material resources. Umoja transcends organizational, geographical and functional barriers, fostering a culture of transparency, accountability, empowerment, sharing and unity across the United Nations.

2. Umoja is the cornerstone of the United Nations administrative reform effort. It originates in the General Assembly's decision to replace the Integrated Management Information System (resolution 60/283, sect. II, para. 4) and presents a once-in-a-generation opportunity to modernize the Secretariat's working methods, technological infrastructure and staff skills.

3. In response to the decision of the General Assembly, the Secretary-General proposed in his report to the Assembly (A/62/510/Rev.1) to implement a global enterprise resource planning (ERP) solution, and thereby seize the opportunity for substantial administrative modernization. Subsequently, the General Assembly approved a governance framework, seed funding, and the creation of a multi-year account (resolution 63/262, sect. II, paras. 7, 18 and 25, respectively). The initiative was named "Umoja" — Swahili for "unity" — in recognition of the unity and harmonization that the entire Organization will enjoy in the management of its human, financial and material resources.

4. The first progress report on the enterprise resource planning project (A/64/380) included an initial business case showing the qualitative and quantitative benefits the United Nations could expect once the system[1] was fully implemented and stabilized; an update on progress achieved in the preparatory and design phases; an analysis of several implementation strategies for consideration by the General Assembly; a request for resources for the biennium 2010-2011 and projections for requirements through to the end of the project; and lessons learned from similar initiatives.

5. The General Assembly endorsed the Secretary-General's proposal to deploy Umoja through the "pilot first" option, approved funding for the biennium 2010-2011, noted that remaining requirements would be included in subsequent budget proposals for the regular budget and the support account for peacekeeping operations for the financial periods until 2013, and requested that the Secretary-General report annually on the Umoja project's progress (resolution 64/243, paras. 113, 114, 116, and 117, respectively).

6. In accordance with paragraph 117 of resolution 64/243, the present report presents a review of the expected quantitative and qualitative benefits of Umoja (section II), a progress update (section III), an overview of cross-cutting issues and opportunities (section IV), and updated resource requirements for the bienniums

[1] The term "system" refers to a computerized information management system, including redesigned business processes, and the application of updated staff skills and accepted best business practices.

2010-2011 and 2012-2013, as well as cost containment efforts (section V). It also responds to reporting requests raised by the Advisory Committee on Administrative and Budgetary Questions in its tenth report on the proposed programme budget for the biennium 2010-2011 on information and communications technology (A/64/7/Add.9).

II. Benefits of Umoja

7. As reported to the General Assembly at its sixty-fourth session, the Umoja team analysed current business processes, documented functional requirements, and identified opportunities for improvement. Input was gathered from hundreds of staff members (referred to as subject matter experts) to validate these opportunities and quantify the benefits, while extensive data were also collected and analysed.

8. This work produced the initial business case, which estimated conservatively that, provided that several key success factors are met and maintained, Umoja could deliver in the range of $134 million to $224 million per annum in overall quantitative benefits[2] following successful global deployment and stabilization.

9. It was expected that the business case would evolve as more information became available through detailed design. Accordingly, the analysis has been updated. The present section highlights changes to the quantitative and qualitative benefits and provides caveats to realization. It also introduces the possibility that implementing a new service delivery model across the United Nations Secretariat could provide additional quantitative benefits.

A. Updated benefits

10. Each of the quantitative and qualitative value opportunities presented in the business case were reviewed for feasibility and currency of data, and new benefits were analysed. The vast majority of the initial quantitative benefits were reconfirmed. Seven new benefits were quantified and, in a few instances, previous benefits were recalculated with revised baseline data or benchmarks. Nine additional qualitative benefits were also identified (for details, see annexes I and II to the present report).

[2] See table 1 below for high-level summary, and annex I to the present report for detailed calculations.

Table 1
Updated summary of potential annual quantitative benefits, by functional area[a]
(Millions of United States dollars)

	Revised benefits		*Original benefits*		*Change*	
	Low-range estimate	*High-range estimate*	*Low-range estimate*	*High-range estimate*	*Low-range estimate*	*High-range estimate*
Component	*a*	*b*	*c*	*d*	*e=(a-c)*	*f=(b-d)*
Supply chain/procurement/logistics	46.3	62.2	49.2	74.7	-2.9	-12.6
Technology and data management	37.3	64.9	34.0	59.3	3.3	5.6
Human resources	28.5	44.5	24.3	44.1	4.2	0.4
Central support services	23.1	40.7	20.2	34.9	2.9	5.8
Finance	6.2	10.5	6.2	10.5	-	-
Total	**141.3**[b]	**222.6**	**133.9**	**223.5**	**7.5**	**-0.8**

[a] See annex I for detailed calculations.
[b] Difference is due to rounding.

11. As shown in table 1 above, the low range of the anticipated quantitative benefits is now estimated at $141 million, an increase of $8 million, while the high range essentially remains unchanged at $223 million.[3] These quantitative benefits are expected to be accrued only after full implementation and stabilization, as a result of the refinement of business processes, significant improvement in the availability and quality of information, reduction in manual effort, and building of staff skills.

12. It should be reiterated that all figures presented in the business case are estimates. While obtained with robust analysis, expert advice and experience, they are built on a number of assumptions and on existing data that are not always reliable, owing to the limitations of current information systems.

13. As underscored in the first business case, it is reasonable to expect benefits within the ranges presented, but they are potential benefits and should not be projected as savings at this time. They should not be considered in the formulation of future budgets until Umoja is fully deployed and stabilized, and the effects have been accurately measured.[4]

14. Moreover, until decisions are taken by the Organization on its future service delivery model (see also sect. II.C below), and those decisions are implemented and stabilized, it is not possible to project with precision where clerical and administrative resources might be released to perform higher-value activities.

[3] Estimated at $223,464,000 initially, now projected at $222,587,000. See annex I for detailed calculations.

[4] This is projected to happen in the second half of 2015. Most quantitative benefits will accrue gradually until that time, but some qualitative benefits will be felt soon after deployment.

B. Conditions and timing of benefit realization

15. Qualitative and quantitative benefits of this magnitude can only be realized with the sustained and active support of all stakeholders. This includes, but is not limited to, strong political and financial backing from Member States, leadership by senior United Nations officials to ensure that Umoja receives the full support and participation required, and the willingness of all managers and staff to embrace improved working methods.

16. Among other things, it is also necessary for the Umoja team to monitor the quality of all deliverables, and for the Umoja leadership and governance structures to ensure vigilant oversight and risk mitigation over the life cycle of the project. Moreover, the Umoja team must engage with the Organization in its entirety to create a shared vision and ensure that knowledge is effectively transferred from specialist external resources to the United Nations staff. Wider education and training should not be limited to the system alone, but rather encompass entire processes.

C. Further opportunity for benefits: service delivery

17. The Umoja team, assisted by hundreds of staff members, has designed the Secretariat's future state to allow transactions to be performed with a high degree of consistency, quality, security and control by authorized staff anywhere in the world, locally, regionally or centrally.

18. Thus, an administrative reform initiative such as Umoja, with newly harmonized business processes, redefined roles and responsibilities, and an integrated global information system, presents a perfect opportunity to consolidate select administrative services to one or a few locations, and eliminate unnecessary duplication.

19. This shift is common in both public and private sector reforms. In international organizations, for example, new service delivery models have been adopted in tandem with the implementation of enterprise resource planning systems, including at the United Nations Development Programme (UNDP), the World Health Organization, the Office of the United Nations High Commissioner for Refugees, the World Food Programme (WFP), the Food and Agriculture Organization of the United Nations and the International Organization for Migration, with positive results.

20. The General Assembly recently endorsed the Global Field Support Strategy of the Department of Field Support, which aims to transform service delivery to field missions (see resolution 64/269). The support strategy utilizes global and regional service centres to take over the majority of operational and transactional functions, leaving only location-dependent activities to be performed in specific mission locations. Umoja's underlying principles are aligned with those guiding the Global Field Support Strategy. Consultation between the Umoja team and the Department of Field Support ensures a coherent service delivery approach.

21. Implementing a world-class service delivery model means structuring an organization to provide services in a cost-efficient and operationally optimal manner. Adopting a rationalized and United Nations-appropriate service delivery

approach as a formal practice would help to reduce duplicative efforts across Secretariat entities and further expand the benefits of Umoja. Several core processes could be executed by specially trained staff grouped in shared service centres,[5] while policy formulation and similar strategic activities and decision-making could be performed in centres of excellence,[6] allowing local staff to focus on activities that are specific to their own location.

22. The experiences of commercial and non-commercial organizations demonstrate that such structural changes have delivered qualitative and quantitative benefits such as improved governance, reduced costs, better service levels and performance, improved data quality and enhanced risk management.

23. The preliminary findings of an initial service delivery opportunity assessment performed by Umoja team members and assisted by consultants suggest that the United Nations could benefit substantially from grouping services in shared service centres and for consolidating decision-making and policymaking in centres of excellence.

24. To analyse this opportunity, a detailed service delivery assessment across the entire Secretariat, including field missions, is planned. It will review the current operating environment, identify potential benefits and areas of improvement, and develop a thorough business case and implementation plan. Extensive consultations across the organization will be undertaken during this process. Any decisions made with respect to service delivery would be integrated with the Umoja design and subsequent roll-out (see also para. 106 below). Moreover, opportunities to leverage service centres built by other United Nations system entities will be analysed in the service delivery business case.

III. Progress

A. Overall Umoja timeline

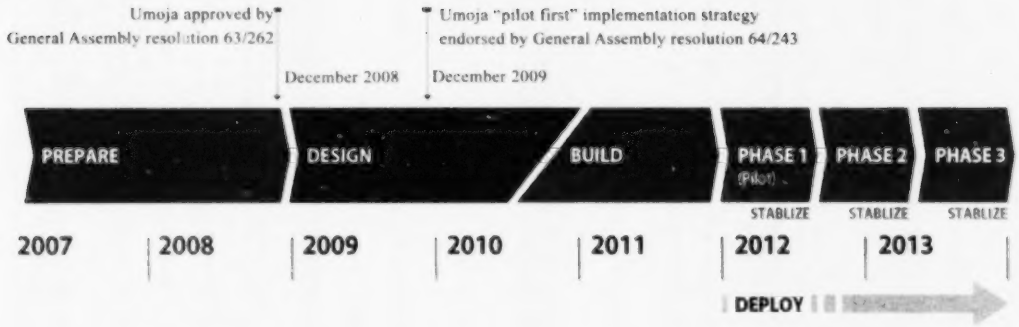
25. As illustrated in figure I below, Umoja's high-level activity timeline is divided into four major phases: preparation, design, build and deployment. The preparation phase was completed in February 2009, and design was started in the same period.[7] At the time of writing, the final design activities were under way, and preparation for the build phase was already started in parallel.

[5] Shared service centres consolidate location-independent activities to standardize delivery, build economies of scale, and free front-line staff to perform more substantive activities.

[6] Centres of excellence build expertise to manage complex strategic and analytical activities, for example, policy formulation, trends and performance analysis.

[7] Note that owing to the multitude and complexity of tasks, boundaries between phases are not always as distinct as the diagram depicts, and specific activities often cross those boundaries. It is often more efficient to start select activities of a new phase while still completing those of a previous phase.

Figure I
Updated Umoja timeline



26. While considering the first progress report (A/64/380) at the sixty-fourth session of the General Assembly, the Advisory Committee on Administrative and Budgetary Questions made a request that an overview of the functional and geographical scope of the project, a more detailed timeline, and an overview of required resources should be provided in future progress reports (see A/64/7/Add.9), para. 72), which was subsequently endorsed by the Assembly in its resolution 64/243.

27. It should be noted that Umoja will be deployed throughout the Secretariat,[8] including in field operations. Its functional scope encompasses most administrative and support functions in human resources,[9] finance,[10] supply chain[11] and central support services.[12] More than 270 processes are included in the design. A more detailed timeline for the Umoja project and an overview of required resources are presented below in figure II and table 2, respectively.

[8] As outlined in the Secretary-General's bulletin ST/SGB/1997/5, entitled "Organization of the Secretariat of the United Nations".

[9] Payroll, organization management, position management, time management, and workforce management (e.g., personnel administration, entitlements and insurance); e-recruitment and e-learning are out of scope.

[10] Cash management and treasury, cost and management accounting, financial accounting (including accounts receivable, accounts payable, fixed assets and inventory, and general ledger processes), budget formulation, budget implementation, grants, and strategic enterprise planning.

[11] Plan and manage, source to acquire, receive to distribute, and employ to dispose.

[12] Event management, facilities management, service management, programme and project management, services to public and staff, and travel management.

Figure II
Detailed Umoja timeline[a]

[a] See notes on the following page.

Notes	
1.0 Governance/legislation	
1.1 Reports to the General Assembly	Report A/62/510/Rev.1 presented the initial proposal of the Secretary-General; progress reports are submitted annually, starting from the sixty-fourth session.
1.2 General Assembly's approvals	In resolution 63/262, the General Assembly approved the governance framework, $20 million seed funding, and creation of a multi-year account. In resolution 64/243, the Assembly endorsed the "pilot first" deployment option, and requested annual progress reports.
1.3 Steering Committee	Members provide oversight, guidance and support to the Umoja Chair. See Umoja governance structure for detail.
2.0 Functional tasks by phase	
2.1 Preparation	Team formation, establishment of governance, selection of service providers and tools, collection and analysis of operational requirements, collection and evaluation of opportunities for improvement as well as risks, and documentation of existing business processes and systems ("as-is"). Preparation activities began in 2007, executed by a skeleton team.
2.2 Design	Three stages: initial, detailed and final design, during which initial business case is developed; fit-gap analysis is completed; the future solution ("to-be") is thoroughly documented in the form of process and data maps; and the change to the Organization's workflows, roles and responsibilities is measured and documented.
2.3 Build	Development of prototypes, configuration of solution in the target software.
2.4 Testing	Extensive testing of solution: unit and integration testing of functional modules with forms, reports, interfaces, conversions, extensions and workflow (FRICEW).
2.5 Deployment	Transition from old systems and working methods, to new ones. There will be three phases of deployment to different geographic locations: pilot, phase II and phase III.
3.0 Technical tasks by phase	
3.1 Preparation	Technical analysis and strategies, support of software purchase, data cleansing, preparation for decommissioning of existing systems, support to interfaces and conversions, cut-over and decommissioning.
3.2 Design	Support of functional design, technical architecture design and dimensioning, design of FRICEW elements, technical specifications, etc.
3.3 Build	Support of configuration, implementation of technical infrastructure, plus the technical development of FRICEW.
3.4 Testing	Testing of technical infrastructure, including load-testing, and of FRICEW components (which feeds into functional testing); readiness for production.
3.5 Deployment	Preparation for deployment, technical cut-over, ongoing technical support from the first launch.
4.0 Change management	
4.1 Communications	Examples of activities include awareness-raising, education, communication with subject matter experts, outreach to Member States, expectation setting, etc.
4.2 Transition planning	Mapping of old to new roles and responsibilities, planning of systems authorization (access control), management of transition issues, and identification of skills and training needs (which feeds into training).
4.3 Training	Development of training materials; training of the user community in new roles and processes as well as how to use the system.
4.4 Deployment	User support to pilot locations available upon launch.

Notes	
5.0 Project management	
5.1 Day-to-day management	Ongoing daily and weekly meetings, plus planning sessions.
5.2 Oversight and quality assurance	Delivery review, performance review, risk analysis and mitigation, liaison with external auditors.
5.3 Procurement	The systems integration services contract was divided in two, corresponding to project phases: (i) design, and (ii) build and implementation.
5.4 Recruitment	Includes recruiting staff (through vacancy announcements and temporary vacancy announcements), independent consultants, and subject matter experts. (An additional 10 staffing positions have been proposed for the period 2011-2013, which would bring the total number of staffing positions to 90).

Table 2
Required resources, by phase

	Prepare	*Design*	*Build*	*Deploy phases I-III*
Umoja staff, full-time equivalents[a]	30	44	90	90
Subject matter experts (full-time equivalents)	not applicable	44	66	66
Individual Consultants (full-time equivalents)	2	6	12	8
Other costs[b] (thousands of United States dollars)	2 776.7	40 791.8	90 893.0	75 853.2

[a] Note that one United Nations full-time equivalent equals 10.6 work months (21.75 working days per month).

[b] Other costs include: travel of staff, contractual services, general operating expenses, supplies and materials, and furniture and equipment.

B. Design phase

28. The design phase maps how the United Nations will improve its working methods; determines the technical architecture of the future system; documents how the Organization's workflows, roles and responsibilities will change; and develops the plan for the remaining phases. This phase was divided into three parts:

- Initial design, which concluded in July 2009, produced the preliminary business case and high-level design
- Detailed design, in which the first draft of design documents was completed in May 2010, produced a set of re-engineered processes.[13] Validation is ongoing
- Final design, which started in July 2010, will produce a business blueprint and prepare for the build phase.

29. Final design would normally have followed the detailed design immediately, but was suspended for three months pending the completion of negotiations with the enterprise software vendor. This acquisition was complex, and negotiations to ensure the best procurement outcome took longer than anticipated. Committing to final design work without knowing the target software would have exposed the Organization to significant waste of resources in the event of non-signature of the contract. Such prudence risked delay, but work was restructured to pull forward non-software-dependent activities that would otherwise have been completed later, such as addressing policy issues and organizational interdependencies. The overall impact on the timeline has been mitigated thus far.

30. Design activities and deliverables completed to date include: workshops involving hundreds of subject matter experts to develop and validate re-engineered business processes; internal review to ensure process completeness, consistency and harmonization across functional areas; identification of policies, procedures, rules and regulations that require updating to optimize the solution; consultations to secure support for those changes from the business community (still under way, see sect. IV.A below); business case review; and initial opportunity assessment on the United Nations service delivery.

[13] Note that the initial and detailed design deliverables are software-independent.

31. Technical activities during design include groundwork for: reporting, data conversion, application-level security, portal solutions, data governance, infrastructure, technical architecture (including sandbox, development, quality assurance, production, disaster recovery, and stress testing environments), as well as analysis of the potential impact on the network; development of a catalogue of forms, reports, interfaces, data conversions, extensions and workflows, known as "FRICEW" elements; development of prototypes to validate critical design elements; and set-up of operational sandbox and development environments. The Umoja technical team is liaising with the Office of Information and Communications Technology and the Information and Communications Technology Division of the Department of Field Support, as needed, in particular, to ensure that telecommunications requirements are understood and appropriate provision is made to ensure effective implementation.

C. Change management

32. "Change management" is a structured approach for managing the process of organizational evolution. It facilitates an organization's move from its current or "as is" state to its desired future or "to be" state by supporting all levels of personnel in transitioning to new ways of working.

33. The Umoja change management team is responsible for all activities related to the organizational change process. This is being managed in a consistent and integrated manner throughout all phases of the project through planning and preparation, communications, and training.

Preparing for change: developing and engaging the Umoja stakeholder network

34. Over the past year, the change management team engaged a broad range of United Nations staff in Umoja activities. That effort mobilized key stakeholders (subject matter experts, business owners and process owners) as often as possible in the design of the Umoja solution. Respecting the global nature of Umoja's scope, more than half (54 per cent) of the experts came from duty stations outside New York.[14]

35. Within the reporting period, the change management team established three major components of Umoja's global stakeholder network:

- An Umoja change management presence was established in Geneva. During the design phase, over 100 Geneva-based subject matter experts contributed to the solution
- At the Department of Field Support Umoja Leaders Workshop, held in Brindisi, Italy, in May 2010, the change management team established a first group of 25 Umoja Leaders in the field, representing 23 missions. These leaders are now the focal points and coordinators for Umoja activities in their respective duty stations. The workshop prepared them to support implementation by introducing Umoja's core design concepts, guiding principles, and project timeline. More such events are planned

[14] The Umoja team hosted or presented at 260 individual design or outreach events. More than 837 United Nations staff members representing 49 duty stations have participated in Umoja-related activities. This represents a total of 6,689 person days of participation by non-Umoja staff.

- Umoja is linking information and communications technology, supply chain and other global staff groups into communities of practice that interact using online information-sharing tools (including Umoja NET).[15] This provides a vehicle for the exchange of ideas and data, and the coordination of community activities to support Umoja implementation.

36. As Umoja moves from the design phase to the build phase, the change management team will continue to proactively engage and mobilize stakeholders, widening the network of Umoja leaders to cover the Secretariat. The team tailors its approach to each stakeholder group, using face-to-face interaction where possible to engender true ownership of Umoja by all stakeholders.

37. In addition to running its own events,[16] Umoja consistently takes advantage of the United Nations regular calendar of staff conferences, informing and involving staff to the maximum extent. This approach allows specific stakeholder communities to be targeted, and also leverages travel costs already being incurred for such conferences.[17]

Communications

38. Umoja uses a variety of communication tools to ensure that different groups and profiles of staff across the globe are engaged appropriately. To the greatest extent possible, Umoja will engage all its stakeholders directly, either in person or through videoconference.

39. In addition, the change management team has established multiple new communication pathways, using both traditional and online media. Umoja NET enables direct online interaction with Umoja's stakeholders, from subject matter experts to Steering Committee members. At the same time, Umoja's public website (www.unumoja.org) provides more general information, including the "Umoja Times" newsletter. Umoja publishes articles regularly on iSeek to ensure outreach throughout the Secretariat. "Umoja Wire" is an online news feed that provides news and information about current project events.

[15] Umoja NET is a secure web space that enables direct interaction between the Umoja team and stakeholders throughout the Secretariat. Umoja NET allows stakeholders to coordinate and track their participation in Umoja events, access Umoja design materials and deliverables online, and interact directly with the Umoja team on a range of topics.

[16] Umoja-organized outreach events include the workshop for Programme and Project Managers (Geneva), two joint International Public Sector Accounting Standards/Umoja workshops (Geneva and New York), and orientation briefings in several duty stations. Umoja continues to hold ongoing video teleconferences with offices away from Headquarters and the regional commissions.

[17] Major events at which Umoja has presented include: the Human Resources Chiefs Conference (Bangkok), the Chief Acquisition Officer Conference (Vienna), the Department of Field Support Conference (Entebbe), and the Chief Financial Officer and Chief Procurement Officer Conferences (New York).

Training

40. Acceptance and efficient use of the Umoja solution will be based on a comprehensive learning programme for end-users. The change management team is planning a robust, cost-effective, phased learning programme.

41. During deployment, end-user training will commence approximately six weeks before the launch for each site. Staff will have the opportunity to acquire role-based Umoja skills and knowledge. The programme will consist of instructor-led, role-based classroom learning, complemented by an interactive web-based training approach for self-study. Classroom-based learning will be delivered in a just-in-time manner to ensure maximum comprehension and retention of learned content and skills.

42. As the International Public Sector Accounting Standards (IPSAS) will be implemented simultaneously with Umoja, integrated end-user training strategies and materials will be jointly developed and delivered in a manner that is consistent with the overall training programme of the Secretariat.

D. Update on existing systems, customization and reporting

43. An estimated 690 systems are candidates for replacement by Umoja[18] while approximately 200 more systems will require interfaces to it.[19] As many interfaces as possible will use generic solutions.[20]

44. Based on the process analysis and requirements review completed to date, and assuming the Organization's ability to adapt to new working methods, no essential customizations to the core software code have yet been identified. However, a number of extensions[21] to the system will be required to provide an optimal and United Nations-compatible solution. It is possible that two significant extensions

[18] A comprehensive cataloguing and analysis of all existing software systems is being carried out in tandem with the Office of Information and Communications Technology and the Information and Communications Technology Division of the Department of Field Support. Major systems to be replaced include the eight instances of IMIS; several Department of Field Support systems, including Galileo (asset management), Mercury (field procurement), and SUN (finance); ProcurePlus (Headquarters procurement system); and MATRIX (field leave recording). Hundreds of other ad hoc, administrative, and special purpose applications will also be replaced or obviated by Umoja.

[19] These systems include internal United Nations systems and external systems from agencies such as UNDP. The main internal interfaces are Inspira; Enterprise Identity Management System; enterprise content management; customer relationship management System (iNeed); air transport management; ration management; fuel management; Intranet and Internet portals; and security, medical, medical insurance, event management, facilities management, telephone billing, and visa management. The main external interfaces are the UNDP ATLAS, the United Nations Joint Staff Pension Fund pension system and reference data from the International Civil Service Commission.

[20] Examples of anticipated generic interfaces include security, medical, and telephone billing. These will standardize input, and reduce development and support costs, but are not applicable in every case.

[21] An ERP solution can be supplemented with external programmes, referred to as "extensions". These provide additional functions to those in the core software, to which they "plug in" without changing it. Therefore they do not impact software upgrades, and are far less expensive to maintain than customizations, which do change the core software.

may be required, pending further analysis during the final design phase: (a) a parallel ledger, to cope with the United Nations dual budgetary cycles;[22] and (b) a solution to the United Nations requirements in material tracking.[23]

45. Business intelligence and reporting are key to deriving value from the system's centralized and harmonized data. Solutions for operational reporting, tactical planning, and decision-support systems are being planned and will be developed during the build phase. Solutions are also planned for the provision of online analytical reporting for Member States, donors, and other stakeholders.

E. Assessment of organizational arrangements (Umoja governance) and oversight

46. The Umoja governance structure, which was initially presented in the report of the Secretary-General (A/62/510/Rev.1), was updated and incorporated in the report of the Advisory Committee on information and communications technology (A/63/487 and Corr.1 and 2, annex VI). The structure has since been revised to reflect the evolution of its composition, structure and nomenclature, and is set out in annex III to the present report.

47. Umoja's progress continues to be monitored by the Management Committee. As the initiative moves forward and decisions must be taken concerning issues such as administrative policy and organizational structure, the Management Committee's involvement will become more critical.

48. The Director of the Umoja project is well supported by the governance structure. He has direct access to the heads of ,the major organizational service providers (most members of the Steering Committee, including the Under-Secretary-General for Field Support), and particularly his two reporting officers, the Under-Secretary-General for Management (Chair of the Steering Committee) and the Assistant Secretary-General/Chief Information Technology Officer (who advises on day-to-day project management and technology issues).

49. The Steering Committee continues to provide oversight, guidance and advice to the Chair. Within their respective areas of responsibility, members of the Steering Committee support Umoja, both as clients using the Organization's business services, and as partners collaborating to improve business practices. As recommended by the Advisory Committee (see A/64/7/Add.9, para. 58) and subsequently endorsed by the General Assembly in resolution 64/243, the

[22] The two major budget cycles of the United Nations are separate and asynchronous: the regular budget is biennial from January of even year to December of odd year, while the peacekeeping budget is annual from July of one year to June of the following year. Since best practice dictates that public sector organizations unite under a single entity and with a single fiscal year, the United Nations would need to converge all cycles. That being impracticable, the Umoja design will address these unusual circumstances in the most cost-effective manner — currently believed to be the use of a "parallel general ledger". This will be verified through prototyping in the fall of 2010.

[23] The United Nations requires fixed assets to be managed in the same manner as material parts in inventory. It is currently under study whether the selected enterprise software will allow fixed assets to be planned, stored, issued, transported and repaired and still be capitalized and depreciated in accordance with IPSAS standards. If not, an extension to the software will be required.

Department for General Assembly and Conference Management is represented at the Steering Committee.

50. As emphasized in the first progress report, a Steering Committee with representation from every major entity across the Secretariat would not be practical. It is important to note that representation on the Steering Committee is not a function of inclusion or non-inclusion in the design process or future phases of the project. Indeed, the Umoja team undertook extensive outreach in the preparatory and design phases to ensure that the needs of all stakeholders and advisory groups[24] were captured. Moreover, process owners and business owners have been closely involved in the resolution of issues related to potential changes in policies and/or procedures (see also sect. IV.A below).

51. In the build and deploy phases, the involvement of advisory groups will continue to ensure that input from all future user communities is captured and considered. In particular, these groups will participate in user acceptance testing[25] as well as in the review of changes in structures, roles, practices and processes in each office, department or mission.

52. Oversight of the project is conducted at four major levels:

- Internal project oversight is the responsibility of the Umoja Project Management Office,[26] and quality assurance of progress and deliverables is undertaken in tandem with the systems integration partner.[27] The performance of the systems integration partner itself is reviewed regularly by senior project staff
- A third-party quality assurance review is undertaken periodically by a strategic advisory partner, also contracted to the project and supervised by the Project Management Office
- The Director's reporting officers (the Under-Secretary-General for Management and the Assistant Secretary-General/Chief Information Technology Officer) provide day-to-day approval of decisions within their areas of authority, while the Management and Steering Committees provide periodic oversight and become involved in any decisions that have strategic impact on the Organization, or that involve significant expenditures
- Oversight bodies such as the Office of Internal Oversight Services, the Board of Auditors and the Joint Inspection Unit also play their traditional roles.

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[24] Process owners (senior managers entrusted by Steering Committee members with primary decision-making authority for cross-functional and functional processes), Business owners (senior executives/managers selected by the Steering Committee as representatives of major organizational entities in the United Nations Secretariat) and subject matter experts from all representative areas of the Organization.

[25] User acceptance testing is part of the quality assurance strategy. It will take place after technical testing but prior to deployment, and will allow future users to simulate real transactions in the system in order to filter out any flaws in business logic or functionality.

[26] The Project Management Office is made up of the Director, the Project Management Officer, the Senior Administrative Officer, and the six team leaders.

[27] The systems integration partner is the leading consulting firm(s) hired to assist the United Nations in designing, building, testing and deploying the new system. It provides skills and experience not available within the United Nations, and that would be impractical to hire internally for the durations required.

F. Project staffing

53. As shown in the organizational structure presented in the first progress report (see A/64/380, annex III), the Umoja team is made up of 80 staff, of which 36 are funded through general temporary assistance. Their current and projected recruitment status appears in table 3 below. A proposal to increase the number of staff by adding 10 additional temporary posts through redeployment of resources from contractual services to post costs, as well as the conversion of 36 general temporary assistance-funded positions, is discussed below in section V.A on resource requirements.

Table 3
Umoja Status of Vacancies

								At 31 August 2010		*Projected October 2010*		*Projected December 2010*	
Status	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*GS (OL)*	*Total*	*Percentage*	*Total*	*Percentage*	*Total*	*Percentage*
Filled:													
Regular	1	5	6	11	1	—	8	32	40				
Temporary			4	6	2	—	2	14	18				
Subtotal, filled	**1**	**5**	**10**	**17**	**3**	**—**	**10**	**46**	**57.5**	**60**	**75**	**72**	**90**
Under evaluation		1	2	5	3			11	14				
Selected			1	1	1		2	5	6				
Advertised				8	1			9	11				
To be advertised			5	2		1	1	9	11				
Approved	1	6	18	33	8	1	13	80	100				

Abbreviations: GS, General Service; OL, Other level.

54. Despite the close cooperation and collaboration extended by the Office of Human Resources Management and other concerned parts of the Secretariat, timely recruitment has been a challenge, and is regarded as a significant project risk factor. As at 31 August 2010, 46 out of the 80 staffing positions were filled, either through vacancy announcements or temporary vacancy announcements. A project such as Umoja would normally require expedited recruitment. Indeed, in this and other resource management areas, project progress is sometimes hampered by the very processes it aims to improve.

55. Full-time Umoja staff are complemented by subject matter experts, whose contributions range in duration from a few hours to several months at a time.

56. Umoja has also benefited from the temporary assignment of the Management Support Service of the Office of the Under-Secretary-General for Management with the change management team. Effective 1 October 2009, four regular budget posts (1 D-1, 1 P-5, 1 P-2 and 1 GS (Other level)) and two posts under the support account for peacekeeping operations (2 P-4) as well as non-post resources of the Management Support Service have been temporarily assigned to and utilized in the Umoja change management team for the duration of the project. During the temporary utilization of Management Support Service resources in Umoja, it will continue to provide advice and assistance to the Secretariat on optimizing internal operations using best practices, process improvement and self-evaluation.

IV. "Cross-cutting" issues and opportunities

57. A number of complementary efforts are under way to improve the Secretariat's administrative functions and service delivery. These lie outside the mandate of Umoja but are interdependent, and require participation and support from the Umoja team.

58. Umoja has engaged with colleagues throughout the Secretariat, including those implementing Inspira, the Global Field Support Strategy of the Department of Field Support, IPSAS, the global Information and Communications Technology Disaster Recovery and Business Continuity plan, the Accountability Framework, the United Nations service delivery approach (see also sect. II.C above), sustainability initiatives (see annex II, Updated benefits in central support services) and many others, to ensure that all work is fully integrated and to avoid duplication of effort.

A. Administrative reform and changes to procedures, policies, rules and regulations

59. Umoja is engaged in re-engineering business processes, designing according to industry-leading practices, and developing a global technology platform with automated controls. In addition to supporting, facilitating and participating in ongoing reform initiatives, Umoja also creates its own opportunities to improve existing policies and practices to make the best possible use of the new solution. Areas where Umoja's design intersects with existing organizational practices, procedures, policies, rules, and regulations have been identified. Opportunities exist in the areas of accountability, certification requirements, procurement, delegation of authority, budget planning and execution, financial management, global cash management, and banking, among others. Umoja has begun consultations within the Organization on these many proposed reforms. Most are expected to be resolved at the level of the business owner or process owner.

60. On shared policy issues, coordination is under way between Umoja and other Secretariat initiatives to ensure alignment. In particular, the Department of Management is leveraging Umoja's work to support ongoing administrative reform efforts advancing in parallel, including those outlined below.

61. It is anticipated that the Department of Management, with the support of the Umoja team, will undertake an effort to consolidate all rules, regulations, policies, procedure manuals, administrative instructions (ST/AIs), Secretary-General's Bulletins (ST/SGBs) and other administrative reference material in a single, searchable, online library. This library will be the unique reference for all administrative policy and procedure-related documents, and will include or build on the Peacekeeping Policy Framework portal (http://intranet.dpko.un.org/dpko/pages/PoliciesAndPractices.aspx) developed by the Department of Peacekeeping Operations.

Accountability

62. The success of an accountability framework depends as much on its cultural components as its technical components. Umoja will significantly help the latter, and perhaps the former, through detailed electronic recording of transactions and

approvals. The Umoja team has been collaborating closely with other parts of the Secretariat to ensure that its solution will support the Framework.

63. Umoja will have the ability to provide performance reporting, and to support results-based management through programme and project management functions and decision support tools. Prerequisite to the success of this effort is the adoption of a standardized methodology within the Organization.

64. Umoja is participating in a Department of Management-led task force to review delegation of administrative authorities exercised in the Secretariat. This is important as delegations of authority will be represented within the new system's security structure.

65. Umoja will support the Secretary-General's effort to implement enterprise risk management and a strengthened internal control framework. During the design phase, new business processes were engineered for compliance with rules and regulations, while automated internal controls were built into the solution to raise transaction integrity. The monitoring of key data elements using specialized reporting will enhance this effort.

66. Umoja has also been invited to serve as a member of the working group on the draft administrative instructions on electronic signature, led by the Office of Information and Communications Technology, to help to articulate the United Nations policy. This collaboration will ensure that the policy and Umoja's redesigned processes are properly aligned.

Finance

67. The IPSAS and Umoja teams are working together to ensure an IPSAS-compliant solution (see the third progress report on the adoption of IPSAS by the United Nations (A/65/308)). Recent joint activities include the development of financial statement formats and the chart of accounts. These solutions will be presented for comment to financial communities across the Organization.

Human resources

68. The Umoja and Inspira teams are collaborating to develop the interface between their systems based on an enterprise architecture approach. They are identifying and designing integration points across the dimensions of people, process and technology.

69. The Umoja team has also cooperated closely with the Department of Management on its reform project to simplify United Nations staff benefits and streamline their administration by sharing information and ensuring that the proposals put forth in the analysis could be supported by the system.

B. Harmonization of business practices

70. Umoja is contributing to the United Nations System Chief Executives Board for Coordination High-level Committee on Management initiative on the harmonization and reform of business practices in the United Nations system in a number of ways, including:

(a) Simplifying and harmonizing business practices;[28]

(b) Supporting the implementation of IPSAS;[28]

(c) Supporting strengthened accountability and transparency;[28]

(d) Consulting with other United Nations system entities that have implemented ERP systems, including reviewing their redesigned processes and, if possible, leveraging the same or similar functionality within the United Nations implementation (see also sect. V.E below, on cost containment);

(e) Exploring the possibility of tapping into regional inter-agency shared service centres.

C. Office of Information and Communications Technology and initiatives of the Information and Communications Technology Division of the Department of Field Support

71. Umoja's success requires collaboration with the Office of Information and Communications Technology, the Information and Communications Technology Division of the Department of Field Support and all other information and communications technology resources across the Organization. The Umoja technical and data teams have cooperated with the Office of Information and Communications Technology's structural review, notably by building a database of information required to construct the ERP component of the enterprise architecture model. Cooperation is also under way to ensure integration with other enterprise systems and alignment with disaster recovery and business continuity strategies, as well as with application development being undertaken in the Information and Communications Technology Division of the Department of Field Support.

D. Global Field Support Strategy and the strategic deployment stocks of the Department of Field Support

72. Umoja is working with the Department of Field Support to ensure that peacekeeping business processes developed under the Global Field Support Strategy are aligned with and integrated in the Umoja design, and that the system will support the Department's objectives, such as improving management and control of field resources, aiding decision-making and increasing transparency in reporting from the field. The field support service delivery model will be supported by and incorporated into any future overarching United Nations service delivery approach.

73. The Department of Field Support has initiated a strategic overview, assessment and capability analysis of the strategic deployment stocks maintained in the United Nations Logistics Base (UNLB) at Brindisi, Italy. The assessment is intended to evaluate the overall effectiveness and efficiency of the strategic deployment stocks capability, and its suitability for future field support requirements. Umoja will be engaged in the review by participating in joint workshops and will ensure that the future Umoja system will include functionality to support modularization efforts and future deployments of strategic deployment stocks.

[28] Within the Secretariat.

V. Resource requirements and cost containment

74. The first progress report on the enterprise resource planning project provided, inter alia, the resource requirements of Umoja for the bienniums 2010-2011 and 2012-2013 using the approved $20 million for the biennium 2008-2009 as baseline. It also presented four implementation options: pilot first, IPSAS first, by function, and traditional. In its resolution 64/243, the General Assembly endorsed the recommendation to follow the pilot first strategy, rolling Umoja out to the entire United Nations in three steps: first to a group of pilot locations, then to the rest of the Organization in two more phases. The resource requirements to implement the pilot first option through full deployment were estimated at $315,792,300, without contingency.

A. Resource requirements

75. It is recalled that, in its resolution 64/243, the General Assembly, inter alia, approved $24,192,200 for Umoja, to be funded from the regular budget for the biennium 2010-2011, including $11,775,900 under section 28A, Office of the Under-Secretary-General for Management, and authorized the Secretary-General to enter into commitments in the amount of $12,416,300. In the same resolution, the Assembly also authorized the Secretary-General to enter into commitments in a total amount not to exceed $28,516,500 under the support account for peacekeeping operations for the period from 1 July 2009 to 30 June 2010, and to report in the context of the performance report for the support account for the period from 1 July 2009 to 30 June 2010. Further, in a subsequent resolution 64/271, the General Assembly appropriated an amount of $57,033,000 under the support account for peacekeeping operations for the period from 1 July 2010 to 30 June 2011.

76. The overall level of resource requirements for the Umoja project stands unchanged.

77. Resource requirements for 2010-2011 are cost-shared using the 2008-2009 formula[29] after including an adjustment for the previous amounts funded for 2008-2009 to ensure that the overall project budget cost is shared in accordance with the formula.

Updated resource requirements for the biennium 2010-2011

78. The overall level of project cost estimates for the biennium 2010-2011 remains at $175.3 million. In order to address two significant gaps in the Umoja team structure that were identified in the course of the design phase, however, the present report includes a cost-neutral proposal to (a) create a capacity to support the programme and project management function of the Organization; and (b) strengthen the delivery capacity of the Umoja team through internal redistribution of resources between expenditure groups and the creation of 10 additional temporary posts. The report also includes a request for the conversion of 36 general temporary assistance-

[29] 15 per cent from the regular budget; 62 per cent from the support account for peacekeeping operations; and 23 per cent from the special accounts for programme support costs to which are credited overhead income generated by expenditures relating to technical cooperation, and to general trust funds as well as reimbursement for administrative support provided by the Organization to extrabudgetary entities.

funded positions to temporary posts to bring the total number of temporary posts for the project to 90. These staffing positions were previously requested as new temporary posts in the first progress report (see A/64/380, para. 94), but there was no explicit approval by the General Assembly for creating them as temporary posts. The current distribution of resources as presented in the first progress report and the proposed redistribution are presented in table 4 below.

Table 4
Total resource requirements for Umoja implementation: proposed redistribution of resources by object of expenditure
(Thousands of United States dollars)

Object of expenditure	*2008-2009*	*2010-2011 Existing distribution (A/64/380)*	***Change***	*2010-2011 Proposed distribution*	*2012-end of project*	*Total*
a	*b*	*c*	***d***	*e=(c+d)*	*f*	*g=(b+e+f)*
Posts	—	22 729.9	**1 201.4**	23 931.3	32 755.0	56 686.3
Other staff costs	8 893.3	19 440.0	—	19 440.0	19 439.9	47 773.2
Consultants and experts	—	3 331.2	—	3 331.2	3 331.2	6 662.4
Travel of staff	1 071.2	7 446.8	—	7 446.8	16 064.7	24 582.7
Contractual services	7 820.8	89 098.6	**(1 739.6)**	87 359.0	26 751.3	121 931.0
General operating expenses	1 285.0	11 625.7	**435.2**	12 060.9	8 062.8	21 408.7
Supplies and materials	23.5	146.0	**5.0**	151.0	156.0	330.5
Furniture and equipment	906.2	21 530.0	**98.0**	21 628.0	13 883.1	36 417.4
Total	**20 000.0**	**175 348.2**	—	**175 348.2**	**120 444.1**	**315 792.3**

79. The explanation for changes in resource requirements for the biennium 2010-2011 as a result of the proposed redistribution of resources is set out below by object group.

Posts: (increase $1,201,400)

80. The increase in post resources relate to and provide for the salaries and common staff costs for the proposed establishment of 10 new temporary posts (2 D-1, 3 P-5, 3 P-4, 1 P-3 and 1 General Service (Other level)). Two of the requested posts (1 D-1 and 1 P-5) would constitute the proposed delivery team that will perform day-to-day project management and team coordination activities, as well as supervise contractual services. The remaining 8 posts (1 D-1, 2 P-5, 3 P-4, 1 P-3 and 1 General Service (Other level)) would be part of the proposed programme and project management team, which will work across the four functional teams to ensure that the Umoja solution effectively supports more efficient and consistent programme and project delivery throughout the Secretariat.

81. The establishment of 10 additional temporary posts and the conversion of 36 positions into temporary posts will bring the total number of posts for the United Nations core project team to 90, which is required to complete the activities planned for 2011.

Delivery team

82. It would not be possible to undertake an initiative of this scale, scope and complexity without the specialist knowledge of enterprise software and business transformation initiatives provided by consulting firms. However, such expertise comes at a substantial cost since systems integration services are the single largest expense in this and all similar project budgets. In order to ensure that the Organization is deriving maximum value from these experts, it is incumbent upon the Umoja project team to closely manage the systems integrator and other service providers.

83. Presently, the internal team structure has no provision for day-to-day delivery management, which includes Umoja project management, team-coordination activities and the supervision of contractual services. That function is effectively outsourced to the systems integrator. That reality has been identified as a risk, which could be mitigated by bringing this critical function in-house. Umoja therefore proposes creating two additional temporary posts, Delivery Manager (D-1) and Deputy Delivery Manager (P-5), to form a delivery team, to be placed within the project management office, to ensure that the Organization is deriving maximum value from its service providers.

84. It is foreseen that the Delivery Manager could also serve as a Deputy to the Project Director, and, therefore, requires sufficient authority and experience to execute the responsibilities that accompany this role.

Programme and project management team

85. The Organization's ability to achieve substantive results requires a common, results-based management approach to programme delivery. Umoja can make this possible through an integrated programme and project management capability that supports delivery of substantive projects according to timeline, budget and specifications.

86. The original project structure had no work stream dedicated to programme and project management. The functional teams have collectively attempted to compensate, but this has proved overly burdensome, and presents the risk that programme and project management will not be addressed holistically, thus failing to satisfy the requirements of programme and project managers across the Secretariat.

87. Therefore, a cross-functional Umoja team devoted to design, build and implement the programme and project management function is needed to ensure that the Umoja solution effectively supports more efficient and consistent programme and project delivery throughout the Secretariat.

88. The team is proposed to comprise one Programme Management Team Lead (D-1), two Senior Programme Management Analysts (P-5), three Functional Programme Management Experts (P-4), one Information Systems Analyst (P-3), and one Programme Assistant (General Service (Other level)).

Contractual services: (decrease $1,739,600)

89. The decrease under this heading represents the proposed redeployment of resources from contractual services to posts in order to accommodate post costs

related to the establishment of 10 new temporary posts for the proposed delivery team and the programme and project management team. No significant impact is foreseen as a result of this redeployment from contractual services to post costs since, with the proposed realignment of resources, some functions that were outsourced previously can be executed more effectively and efficiently by internal staff.

General operating expenses: (increase $435,200)

90. The increase reflects the proposed redistribution of resources and would provide for general operating expenses, including communications costs, rental of office accommodation and maintenance of office equipment related to the proposed new posts.

Supplies and materials: (increase $5,000)

91. The increase reflects the proposed redistribution of resources and would provide for office supplies and materials for the proposed new additional posts.

Furniture and equipment: (increase $98,000)

92. The increase reflects the proposed redistribution of resources and would provide for furniture and equipment for the proposed new posts.

B. Status of resources approved for the Umoja project and utilization

Table 5
Amounts approved and expenditure by biennium
(Thousands of United States dollars)

	2008-2009		*2010-2011*		*Total*	
	Approved	*Total project expenditure*	*Approved*[a]	*Total project expenditure*	*Approved*	*Total project expenditure*
Source of funds	*a*	*b*	*c*	*d*	*e=(a+c)*	*f=(b+d)*
Regular budget	5 110.0		24 192.2		29 302.2	
Support account for peacekeeping operations	7 050.0		85 549.5		92 599.5	
Extrabudgetary	7 840.0		37 090.1		44 930.1	
Total	**20 000.0**	**17 699.7**	**146 831.8**	**50 485.3**	**166 831.8**	**68 185.0**

[a] In accordance with General Assembly resolution 64/243, out of the $24,192,200 under the regular budget, an amount of $12,416,300 is in commitment authority. Similarly, out of the $92,599,500 under the support account for peacekeeping operations, an amount of $28,516,500 is in commitment authority, to be reported in the context of the performance report on the support account for the period 1 July 2009 to 30 June 2010.

Table 6
Amounts released to the Umoja project and expenditure
(Thousands of United States dollars)

	2008-2009		*2010-2011 (as at 31 August 2010)*		*Total*	
	Allotment	*Expenditure*	*Allotment*	*Expenditure*	*Allotment*	*Expenditure*
Object of expenditure	*a*	*b*	*c*	*d*	*e=(a+c)*	*f=(b+d)*
Posts	—	—	8 678.6	3 647.7	8 678.6	3 647.7
Other staff costs	6 501.1	5 614.0	4 176.2	781.0	10 677.3	6 395.0
Consultants and experts	599.5	72.6	1 730.4	102.9	2 329.9	175.5
Travel of staff	1 396.4	964.1	1 590.2	524.1	2 986.6	1 488.2
Contractual services	7 601.1	7 933.3	36 698.0	25 399.0	44 299.1	33 332.3
General operating expenses	1 342.9	1 297.3	4 348.1	2 854.4	5 691.0	4 151.7
Supplies and materials	650.9	606.9	122.0	69.3	772.9	676.2
Construction, alteration and improvements	1 312.2	1 046.8	—	—	1 312.2	1 046.8
Furniture and equipment	595.9	164.7	24 675.7	17 106.9	25 271.6	17 271.6
Total	**20 000.0**	**17 699.7**	**82 019.2**	**50 485.3**	**102 019.2**	**68 185.0**

93. As shown in table 6 above, as of end of August 2010, a total of $68.2 million has been expended for the project, including $17.7 million during the biennium 2008-2009 and $50.5 million during the first eight months of 2010. With the ongoing additional recruitment against the currently vacant posts/positions, and increased project activities, project expenditures are expected to accelerate.

C. Estimated future operating costs

94. The Advisory Committee on Administrative and Budgetary Questions requested that the Secretary-General should provide an estimate of a range of future operating costs, covering hardware and software, functional and technical support, hosting services, future upgrades and improvements, and other standard costs for the operational components of an enterprise resource planning system (see A/64/7/Add.9, para. 87).

95. It is estimated that the core costs of covering these elements will range between $40 million to $50 million per annum on average,[30] allowing for the fact that minor upgrades and improvements are undertaken continuously, while major upgrades are generally implemented on a five-year cycle, causing the annual cost to increase during the upgrade year by 20 per cent to 50 per cent, depending on the extent of the upgrade.

96. It should be noted that these figures do not include annual telecommunications costs, which cannot be calculated at this point. While the strategy will be to leverage

[30] A portion of these costs will be defrayed by a decrease in the operating costs of legacy systems that are replaced by Umoja. See annex I, table A.2, Technology and data management (Decommissioning systems).

existing capability and the public Internet to the greatest possible extent, upgrades in telecommunications capacity will no doubt be required in some locations. In addition, the costs will depend very much on the deployment programme[31] as well as any changes to service delivery structures, neither of which have yet been determined.

D. Contingency resources

97. It is common practice that between 10 and 25 per cent of the total project budget be earmarked for contingency in a global ERP implementation. However, the request for resources for 2010-2011 did not include a contingency provision since an earlier request for such a provision was not approved (see A/63/487 and General Assembly resolution 63/262). Should recourse to any such contingency provision be required during the remaining life of the project, a request would be made to the General Assembly in accordance with the established procedures.

E. Cost containment and lower cost options

98. The Umoja team has endeavoured to run the project at lower cost in the past year, while also looking for opportunities to reduce cost projections. The progress in that regard is summarized in the present section, but is incremental in nature. No dramatic cuts can be made at this stage without substantially altering the plan and approach that has been approved by the General Assembly and is now being executed.

99. Therefore, as the project is currently in the middle of its first major phase, the overall level of funding required remains unchanged. Cumulative savings achieved from the various efforts described in the present section will be reported at a more mature phase of the project's implementation.

100. Umoja has in place a number of internal policies aimed at containing project costs associated with supplies and equipment. It has also adopted an open-plan working environment to maximize productivity and collaboration that has the added benefit of lowering operating costs.

101. Umoja depends on the input of subject matter experts to ensure that the solution will meet the needs of the United Nations. This input has costs, such as travel and daily subsistence allowance, some of which are absorbed by the subject matter experts' parent organizational units. For cost-effectiveness, Umoja seeks out opportunities to tag onto meetings and events[32] attended by the United Nations administrative staff. The team also uses web-based tools and videoconferencing to reduce the frequency of in-person meetings, saving both money and time.

102. On behalf of Umoja, the Procurement Division has negotiated reasonable rates for contractual services compared to current market prices. Nevertheless, systems integrator expenses are significant, and Umoja has policies in place to help to maximize the return of every system integrator resource. Substandard performance is not accepted, and such resources are replaced by the system integrator in those

[31] Identity and sequencing of sites to which the solution is deployed, plus timing.

[32] For example, members of the Umoja Human Resources Team regularly participate in the annual Human Resources Chiefs retreat. They take advantage of the presence of their stakeholder community and extend the meeting to discuss Umoja issues, at a cost of only additional daily subsistence allowance. The same has applied to other events.

cases. If deliverables do not meet quality expectations, they are brought up to standard free of charge, or Umoja is credited for the corresponding time billed.

103. It is beneficial and cost-effective to use United Nations staff over contracted service providers for functions that contribute to building an internal knowledge base. The proposed redeployment of resources from contractual services to fund 10 temporary posts is aimed at expanding internal knowledge base and ensuring cost-effectiveness.

104. During the design phase, Umoja identified opportunities to partner with sister agencies. Most notably, Umoja is collaborating with UNICEF and WFP to design and build human resource management and travel management functionality.[33]

105. Umoja's central technical infrastructure[34] and its hosting will require a substantial financial commitment. Umoja will establish the production infrastructure in accordance with the disaster recovery and business continuity strategy in time for the first phase of deployment to the pilot site. In the meantime, the infrastructure required for the design and build phases (development infrastructure) will be based on a business case currently under development;[35] in parallel with building the sandbox and development environments, it is planned to conduct performance testing at the proposed enterprise data centre site. Any investment made in the development platform will be transferable to the production platform.

106. Users have a tendency to overestimate their needs when defining requirements. Ultimately, some elements will be identified as essential and others optional. Assisted by the Umoja technical team, the functional teams continue to pare down the business requirements to minimize, in particular, the number of reports and extensions to be implemented. Business rationale and impact are carefully considered. Components above a certain cost threshold will be assessed through a business case analysis.

107. If the United Nations were to adopt a service delivery model (see sect. II.C above) on a timeline that coincides with the roll-out of Umoja, the project would also achieve significant cost savings. By concentrating the implementation effort in a limited number of shared service centres or centres of excellence — as opposed to implementing the full range of functionality in every United Nations location — project costs, particularly those associated with training[36] and with travel of Umoja staff,[37] could be reduced significantly.

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[33] Opportunities include, but are not limited to, accessing the Entitlements Validation Engine and sharing the costs of designing a turnkey travel management solution to automate and integrate United Nations commercial and non-commercial travel flights and movement of personnel. Using code already developed for other United Nations entities (e.g., the Entitlements Validation Engine) will allow Umoja to fulfil some of the unique requirements of the United Nations at a substantial savings in cost and software development time.

[34] Infrastructure includes hardware (web, application and data servers, storage devices, telecommunications equipment) in a secure environment, including fail-over and disaster recovery capacity, normally via a mirrored site.

[35] Options under consideration include United Nations-run hosting in Brindisi, United Nations-run hosting in New York, the United Nations International Computing Centre, and commercial solutions.

[36] For example, the number of trainers, total hours of training, facilities, training materials, travel of both users and trainers, etc.

[37] Travel and daily subsistence allowance for Umoja team members and subject matter experts who are sent to implementation sites to oversee roll-out and support.

F. Downsizing the project team

108. Under the approved pilot first deployment, project costs are not projected to extend beyond the end of 2013, assuming full funding is available and activities are completed as planned. It is expected that the costs of maintaining Umoja, both functionally and technically, will then become part of operational budgets. Thus Umoja ceases to exist as an independently funded project, and lives on as a continuously evolving system, tool-set, training curriculum and set of practices.

109. Upon completion of Umoja implementation activities, the ramp-down of resources will begin. Depending on their career interests, those Umoja staff who may be interested to stay with the United Nations could be considered by the Organization, in accordance with the applicable rules, regulations and procedures, for vacancies in the Secretariat, including the business operations or information technology support teams that will maintain Umoja on an ongoing basis.

VI. Summary of resource requirements for the enterprise systems for the United Nations Secretariat worldwide and request for action by the General Assembly

A. Summary of resource requirements

110. The overall level of resources for the implementation of the Umoja project remains unchanged at $315,792,300, to be funded in accordance with the existing cost-sharing formula under the regular budget (15 per cent), the support account for peacekeeping operations (62 per cent) and extrabudgetary resources (23 per cent).

111. While the level of requirements for 2010-2011 remains unchanged at $175,348,200, the proposed establishment of 10 additional temporary posts through cost-neutral internal redistribution of resources results in changes in the amounts of resources at the expenditure group level for 2010-2011 and 2012-2013.

112. The addition of 10 new temporary posts and the conversion of 36 general temporary assistance-funded positions to temporary posts will bring the total number of core United Nations posts for the Umoja team to 90.

B. Actions to be taken by the General Assembly

113. **The General Assembly is requested:**

(a) **To take note of the progress in the implementation of the Umoja project presented in the current report;**

(b) **To approve a complement of a total of 90 temporary posts for the Umoja project under the special account for recording income and expenditure of the project;**

(c) **To appropriate an amount of $12,416,300, initially approved in resolution 64/243 as commitment authority;**

Regular budget

(d) To note that the future remaining requirements in the estimated amount of $18,667,600 gross ($18,066,600 net) for the implementation of ERP would be considered in the context of the proposed programme budget for the relevant biennium;

Support account for peacekeeping operations

(e) To note that the future remaining requirements in the estimated amount of $48,569,300 gross ($47,185,200 net), will be included in the subsequent requirements for the support account for peacekeeping operations for the financial period from 1 July 2011 to 30 June 2012;

(f) To note that the future remaining requirements in the estimated amount of $57,649,400 gross ($56,006,500 net) will be included in subsequent requirements for the support account for peacekeeping operations for the financial periods until July 2013 to June 2014;

Extrabudgetary resources

(g) To note that an estimated amount of $72,632,200 of the total ERP project cost would be financed from extrabudgetary resources.

Annex I

Updated quantitative benefits

1. The tables below provide the benefit calculation for each of the functional areas. A complete explanation of the methodology applied can be found in annex I of the first progress report (A/64/380).

Supply chain/procurement/logistics

2. Improved accuracy in the forecasting of expendable inventory represents a significant portion of the supply chain benefit. Inventory carrying costs (e.g., warehouse, security, staff) are often higher, and surpluses in one location are rarely transferred to another location because the transportation costs may be prohibitive or simply uneconomical. Umoja will capture and store usage data and analyse patterns, including seasonal variability by different consumption entities. Based on these analyses, the system will effectively forecast demand, establish appropriate stock levels and execute replenishment. All of the above is expected to result in benefit equal to a 6 to 7 per cent reduction in total expendable inventory, an estimated $31.0 million to $36.2 million.

3. A limited ability to track assets and to capture utilization metrics has resulted in a surplus of assets within field operations. With better systems that provide the ability to know where assets are installed, as well as accurate and timely usage of data that can be analysed and managed at any level, the value of this surplus can be reduced by 15 to 20 per cent, an estimated $4.7 million to $6.3 million in reduced costs.

4. Two opportunities have been recalculated with more recent value for total non-expendable assets,[38] resulting in a decrease of anticipated benefit. Benefit from reducing carrying costs associated with non-expendable assets is now estimated at $0.6 million to $0.9 million. Reducing the volume of non-expendable assets that reach expiration while in stock is expected to result in benefit equal to 6 to 7 per cent reduction in non-expendable assets that have reached expiration while in stock, valued from $3.5 million to $4.1 million.

[38] The latest inventory data available as of June 2010 was significantly lower than that used in the previous benefit calculation. The difference in data can be attributed to the inherent volatility of inventory levels.

Table A.1
Supply chain/procurement/logistics

	Baseline value	Baseline (millions of United States dollars)	Change range (percentage)	Estimate (millions of United States dollars)		Productivity (P)/ efficiency (E)
				Low range	High range	
Raising requisitions	0.5 day[a]	1.6[b]	40-60	0.6	1.0	P
Processing requisitions to contract						
Transformation of requisitions into solicitation documents	0.5 day[a]	6.3[c]	30-60	1.9	3.8	P
Transformation of solicitation responses into contracts and contract management through to closure	0.5 day[a]	6.3[c]	20-50	1.3	3.1	P
Improved communication with the supplier, using electronic means as far as practicable	1 day[a]	12.5[c]	10-40	1.3	5.0	P
Paperless record creation over the acquisition cycle	1 hour[a]	2.0[d]	70-90	1.4	1.8	P
Updated: Non-expendable assets that reach expiration while in stock	not applicable	58.7[e]	6.0-7.0	3.5	4.1	E
Updated: Reduce non-expendable carrying costs	not applicable	114.2[f]	0.5-0.75	0.6	0.9	E
New: Improve forecast accuracy on expendable assets	not applicable	516.5[g]	6.0-7.0	31.0	36.2	E
New: Reduce non-expendable surplus inventory	not applicable	31.3[e]	15.0-20.0	4.7	6.3	E
Total				**46.3**	**62.2**	
Total 2009				**49.2**	**74.7**	
Delta between 2010 and 2009				**-2.9**	**-12.6**	

[a] The time currently required to complete activities is based on estimates provided by multiple procurement subject matter experts.

[b] Based on average annual cost per full-time equivalent of $190,000, 261 work days per year and 4,363 relevant purchase orders under system contracts in 2008.

[c] Based on average annual cost per full-time equivalent of $190,000, 261 work days per year and 17,215 relevant transformations into purchase orders in 2008.

[d] Based on average annual cost per full-time equivalent of $190,000, 2,000 work hours per year. 4,363+17,215=21,578 purchase orders in 2008.

[e] Baseline values are both derived from the June 2010 inventory management report produced by the Property Management Unit. The value for non-expendable assets that reach expiration while in stock is the sum of "stock passed life expectancy" and "stock passed life expectancy and not serviceable". Non-expendable surplus inventory is the value of "stock declared as surplus".

[f] Carrying costs are calculated using an industry benchmark of 5 per cent of the total non-expendable assets ($2.283 billion per June 2010 inventory management report produced by the Property Management Unit).

[g] Total value of current stock in expendable inventory based on the May 2010 Fact Sheet report produced by the Property Management Unit.

Technology and data management

5. Two key inputs used to calculate the benefits associated with technology and data management — information technology budget and the value associated with decommissioning systems — were updated, which resulted in an increase in quantifiable benefits in the range of $3.3 million to $5.6 million.

Table A.2
Technology and data management

	Baseline (millions of United States dollars)	*Change range (percentage)*	*Estimate (millions of United States dollars)*		*Productivity (P)/ efficiency (E)*
			Low range	*High range*	
Updated: Decommissioning systems	48.5[a]	60-100	29.1	48.5	E
Improved aggregation of data	1 275[b]	0.5-1[c]	6.4	12.8	P
Updated: Reduce time associated with fixing errors and aligning data	16.3[d]	3-6[c]	0.5	1.0	P
Updated: Reduce budget associated with continual data cleansing	16.3[d]	1.5-2.5[c]	0.2	0.4	P
Updated: Reduce spending associated with report filter changes to avoid bad data	16.3[d]	2-4[c]	0.3	0.7	P
Updated: Reduction in number of reporting databases, programmes and service requests	16.3[d]	5-10	0.8	1.6	E
Total			**37.3**	**64.9**	
Total 2009			**34.0**	**59.3**	
Delta between 2010 and 2009			**3.3**	**5.6**	

[a] Based on an average support cost, as support costs were not provided for all systems. The average support cost was calculated as follows: IMIS support costs ($9 million) were excluded from the average calculation to avoid skewing the results. Excluding IMIS, support costs were provided for 500 systems. The total support costs included 187 full-time equivalents and $10 million recurring costs. The 187 full-time equivalents represent a cost of $19 million (using an average full-time equivalent cost of $100,000, assuming 10 per cent of full-time equivalents are Professional and 90 per cent are local staff). This gives a total support cost of $29 million ($19 million plus $10 million) for the 500 systems with support costs, yielding an average support cost per system of $58,000 ($29 million divided by 500). Extrapolating this to the 682 non-IMIS systems being retired and adding the IMIS support costs provides: 682 x $58,000 + $9 million = $48.5 million.

[b] Contains the following elements from the biennial budget: part VIII, Common support services (section 28 and extrabudgetary): $827 million; General Assembly, Economic and Social Council affairs and conference management: $662 million; Internal oversight: $37 million; Jointly financed administrative activities: $112 million; Security and safety: $207 million. These values have been reduced by 50 per cent to produce an annual value of $922.5 million. Add the following annual budget elements of the support account for peacekeeping operations of $294 million and United Nations Logistics Base at Brindisi of $58 million for a total baseline value of $1,275 million.

[c] The benchmarks were reduced by 75 per cent to account for the uniqueness of the United Nations.

[d] Report programme maintenance portion of the information technology budget (which increased from $83 million to $100 million over the past year) derived with following assumptions: Gartner estimates that 65 per cent of information technology budgets is spent on maintenance (65 per cent of $100 million is $65 million) and 25 per cent of the 65 per cent is spent on data management issues (25 per cent of $65 million is $16.25 million).

Human resources

6. While current contract extensions can only be performed individually, funding for most field missions is extended year-by-year, and current practice is to align most staff contracts with funding dates. By implementing bulk contract and post-incumbency extension processes via Umoja, the time spent by human resources administrators to manually and individually perform these processes can be much reduced. This reduction of the time spent by human resources administrators to manually and individually perform contract and post-incumbency extension processes is expected to generate a benefit in the range of $0.2 million to $0.4 million.

7. The benefit associated with expedited processing of entitlements rose to $15.8 million to $23.7 million as a result of the upward adjustment of the lower benchmark (from 15-20 per cent).

Table A.3
Human resources

	Baseline value	*Baseline (millions of United States dollars)*	*Change range (percentage)*	*Estimate (millions of United States dollars)*		*Productivity (P)/ efficiency (E)*
				Low range	*High range*	
Reduction of work effort for filing/storage needs per office (by moving online/self-service)	100 FTE[a]	19.0[b]	20-40	3.8	7.6	P
Payroll efficiency gain in the field by having an integrated human resources, payroll and finance system	65 FTE[c]	12.4[b]	30-50	3.7	6.2	P
Effort required to print and process personnel action forms (printing, signing, mailing, storing)	14 FTE[d]	2.7[b]	75-100	2.0	2.7	P
Reduction of work effort due to reduction in the administration and production of organization reports (composition report, staffing report, etc.)	19 FTE[e]	3.6[b]	40-60	1.4	2.1	P
Effort required to process transfer scripts	6 FTE[f]	1.1[b]	100	1.1	1.1	P
Effort required for initiating and approving personnel action for initial appointment (and improvement opportunities from using self-service)	6 FTE[g]	1.1[b]	30-50	0.3	0.6	P
Mailing, storing and printing costs from printing and processing personnel action forms (printing, signing, mailing, storing)	not applicable	0.15[b]	75-100	0.1	0.2	E
Updated: Effort required to process entitlements by human resources and payroll	415 FTE[i]	78.9[b]	20-30	15.8	23.7	P

	Baseline value	Baseline (millions of United States dollars)	Change range (percentage)	Estimate (millions of United States dollars)		Productivity (P)/ efficiency (E)
				Low range	High range	
New: Reduction of the time spent by human resources administrators to manually and individually perform contract and post-incumbency extension processes	not applicable	5 923	40-70	0.2	0.4	E
Total				**28.5**	**44.5**	
Total 2009				**24.3**	**44.1**	
Delta between 2009 and 2010				**4.2**	**0.4**	

[a] 100 full-time equivalents based on human resources subject matter expert estimates.
[b] Assumes full-time equivalent cost of $190,000 per year.
[c] 65 full-time equivalents in field payroll based on a global finance survey.
[d] 14 full-time equivalents based on the following calculation: total number of personnel action forms processed is 138,000; filing takes 10 minutes each; printing takes 2 minutes each. Average staff member hours per full-time equivalent per year equals 2,000: 138,000*(10+2)/60=27,600 hours; 27,600/2,000 equals 14 full-time equivalents.
[e] It is assumed that currently there are 17 to 20 full-time equivalents working in the administration and production of organization reports, for an average of 19 full-time equivalents based on human resources subject matter expert estimates.
[f] 6 full-time equivalents from 600 transfers a year (extrapolated from the Office of Human Resources Management tracking system) and an estimate of 20 hours spent per transfer (subject matter expert estimates).
[g] 6 full-time equivalents (165 minutes per personnel action times 4,365 initial appointment personnel actions per year equals 12,004 hours), of which 30-50 per cent can be reduced by self-service data entry by staff member.
[h] Baseline: number of personnel actions processed in IMIS: 138,000 with an estimated cost of $1.10 per action.
[i] The number of human resources full-time equivalents is calculated by assuming that the total number of human resources IMIS users for personnel action forms processing and approval is 1,381, of which subject matter experts estimate that 80 per cent actually process entitlements as part of their responsibilities; additionally, it is estimated that 60 additional people work on entitlements without access to IMIS and 220 people in field missions process entitlements for staff not in IMIS; based on an Office of Human Resources Management survey, it is estimated that these resources spend 30 per cent of their time on the processing of entitlements: ((80 per cent x 1,381) + 60 + 220) x 30 per cent = 415 full-time equivalents.

Central support services

8. Umoja will help the Organization decrease the cost of the management and administration of capital construction projects. In many locations, projects are currently managed with silo applications without integrating with the main human resources and finance systems. This requires a high level of effort owing to the need for manual reconciliation and reporting. With the right planning and control processes and systems, this can be reduced, generating benefit of $0.5 million to $0.8 million.

9. Implementing standards and automating certain processes will yield considerable productivity benefits. In travel services, changing the lump sum calculation to a distance-based schema and automating it could generate a benefit of $0.14 million to $0.25 million, with the added qualitative benefit of increasing staff satisfaction. Additionally, using self-certification to reduce administrative overheads for travel claims will likely yield an expected benefit of $1.4 million to $3.6 million. Lastly, implementing tools and practices in service management such as self-service, online tracking of requests, and automated routing will eliminate several stages of approvals and streamline the processing of requests, producing benefits of $0.8 million to $1.2 million. The total projected benefit from automating these three

functions is $2.3 million to $5.1 million, resulting from time saved by the service providers and administrators that had previously been dedicated to perform these tasks.

Table A.4
Central support services

	Baseline value	*Baseline (millions of United States dollars)*	*Change range (percentage)*	*Estimate (millions of United States dollars)*		*Productivity (P)/ efficiency (E)*
				Low range	*High range*	
Reduce time spent by travellers in travel-related activities (hours)	5.75 hours[a]	55.8[b]	30-50	16.7	27.9	P
Increase in gross income/cost recovery from services to the public and staff	not applicable	35[c]	10-20	3.5	7.0	E
New: Reduction of project management costs for capital construction projects	not applicable	5.2[d]	10-15[e]	.5	.8	E
New: Reduce time spent by service providers in request processing (in hours)	$46.75[f]	7.9[g]	10-15[e]	.8	1.2	P
New: Reduction in costs of processing lump sum	$70.12[h]	.28[i]	50-90	.1	.3	P
New: Reduction of admin time dedicated to travel claims	$70.12[f]	7.2[j]	20-50	1.4	3.8	P
Total				**23.1**	**40.7**	
Total 2009				**20.2**	**34.9**	
Delta between 2009 and 2010				**2.9**	**5.8**	

[a] 5.75 estimated hours per transaction, calculated by adding the following: planning and calculating costs: 2 hours; internal approvals: 1 hour; calls/e-mails, etc.: 1 hour; visa: 2 hours for 20 per cent of trips totalling 0.4 hours; medical: 2 hours for 10 per cent of trips totalling 0.2 hours; security: 0.5 hours for 25 per cent of trips totalling 0.15 hours; claims: 1 hour = 5.75 total.

[b] Based on 5.75 hours times an average rate of $95 per hour ($190,000 cost per full-time equivalent per year/2,000 hours per year) times 102,029 travels per year (based on travel units and sections from offices away from Headquarters, Headquarters and peacekeeping missions).

[c] Total gross revenue for commercial activities and cost recovery operations: $35 million a year for Headquarters, offices away from Headquarters and the Department of Peacekeeping Operations.

[d] Total cost of planning and management is 20 per cent of total annual investment ($26 million). Industry best practice for cost of planning and management of a project falls between 10 per cent and 15 per cent of total project costs.

[e] Construction project management industry benchmark.

[f] Annual cost per full-time equivalent is $93,500 ($46.75 per hour) for local United Nations employees. Hourly rates are calculated as the annual cost per full-time equivalent divided by 2,000 hours per year.

[g] There are 168,000 requests (88,000 facilities management requests, 80,000 information technology requests). $46.75/hour x 168,000 = $7,854,000.

[h] The average time to process a lump sum (including Executive Office, travel, and human resources) is 1.5 hours. The annual cost per full-time equivalent is $93,500 ($46.75 per hour) for local United Nations employees. (Hourly rates are calculated as the annual cost per full-time equivalent divided by 2,000 hours per year). Therefore, the cost of processing a lump sum or claim is $70.12.

[i] The annual number of lump sum requests is 4,000. At a cost of $70.12 per lump sum, total cost is $280,480.

[j] The annual number of travel claims is 102,000. At a cost of $70.12 per travel claim, total cost is $7,152,240.

Finance

10. The quantitative benefits and key inputs to the original benefits case for finance remain valid.

Table A.5
Finance

	Baseline value	*Baseline (millions of United States dollars)*	*Change range (percentage)*	*Estimate (millions of United States dollars)*		*Productivity (P)/ efficiency (E)*
				Low range	*High range*	
Work effort in accounts processing travel claims	87.8 FTE[a]	10.6[b]	20-30	2.1	3.2	P
Work effort in processing accounts payable (commercial)	114.7 FTE[a]	13.9[b]	10-20	1.4	2.8	P
Work effort in processing internal inter-office vouchers and billing	22.8 FTE[a]	2.1[b]	50-75	1.1	1.6	P
Work effort in processing and reconciling external inter-office vouchers (mainly UNDP)	25.0 FTE[a]	1.4[b]	25-40	0.4	0.6	P
Work effort in completing the year-end closing	33.0 FTE[a]	5.2[b]	10-20	0.5	1.0	P
Budget review process	55.9 FTE[a]	8.9[b]	5-10	0.4	0.9	P
Average percentage variance, positive or negative, between projected and actual cash flow	18%[c]	0.55[d]	50-75	0.3	0.4	E
Total				**6.2**	**10.5**	
There are no changes from 2009						

[a] The time currently required to complete activities was based on the outputs of the Umoja finance team surveys (February 2008 and June 2009), responses received from the United Nations Assistance Mission for Iraq, the United Nations Mission for the Referendum in Western Sahara, the International Trade Centre UNCTAD/WTO, the International Criminal Tribunal for Rwanda, the International Court of Justice, the Economic and Social Commission for Asia and the Pacific, the Economic and Social Commission for Western Asia, the Economic Commission for Latin America and the Caribbean, the Economic Commission for Africa, the United Nations Peacebuilding Support Office in the Central African Republic, the United Nations Integrated Office in Burundi, the United Nations Truce Supervision Organization, the United Nations Office at Vienna, the United Nations Office at Nairobi, the United Nations Observer Mission in Georgia, the United Nations Office at Geneva, the United Nations Mission in Liberia, the United Nations Interim Administration Mission in Kosovo, the United Nations Interim Force in Lebanon and the United Nations Disengagement Observer Force.

[b] Based on the weighted average full-time equivalent cost utilizing a cost per international full-time equivalent of $190,000 per annum, a cost per local full-time equivalent of $93,500 per annum and a cost per national full-time equivalent processing inter-office vouchers of $34,000 per annum. The weighted average accounts for the time taken by each resource category performing the activities related to the benefit.

[c] Average reported variance based on the Umoja finance survey.

[d] Estimated using the following assumptions: $25 million of uninvested funds globally (finance value survey) and a treasury return-on-investment of 2.2-3.0 per cent ($25 million x 2.2 per cent = 0.55 million).

Annex II

Updated qualitative benefits

Supply chain/procurement/logistics

1. Umoja processes allow access to real-time global data, benefits of consolidation (such as volume discount) and reduced lead time. The system will also capture and analyse transportation data and effectively forecast and plan future transportation requirements.

2. Umoja will also bring qualitative improvement to contract management. Information about contracts will be more widely accessible, and use of key performance indicators will increase, improving the monitoring of vendor service quality and avoiding waste and misuse of United Nations resources. An integrated contract management system will reduce the number of expedited and ex-post facto cases, and last-minute contract extensions.

Central support services

3. Event management can be improved by automating and streamlining supporting processes. A meetings management system is being implemented in New York, Geneva, Vienna and Nairobi, and will be integrated with Umoja. Umoja will provide better customer service through increased availability of reliable, real-time information, as well as improved user experience for the participants through features such as online registration.

4. Services management needs an improved user experience for service requests. Currently, requests for many services in multiple locations use out-of-date systems, phone calls, e-mails, and often paper memorandums and forms. These processes lack transparency, progress, indicators and information on service-level agreement. Umoja will provide a standard system as well as electronic forms to request services, online tracking of status and easily accessible service-level agreement. The experience of the requestor will be greatly improved, saving time and increasing user satisfaction.

5. Travel management will benefit from an integrated global system that provides real-time analysis of travel information and costs. Users and travel managers will better understand industry trends, assess performance through standardized key performance indicators, access airline ticket prices and itineraries, see average costs per ticket, best routes, and costs per transaction. They will be able to monitor advance purchasing of tickets and access global price information to obtain more competitive airline rates, be able to forecast and plan travel, thus making more informed and cost-effective decisions, also reducing late processing of travel requisitions. The system will contain the United Nations travel rules and regulations to support compliance.

6. Facilities management will be improved through the optimization of real estate forecasting and planning, space utilization, and maintenance and repairs. Accurate information about available office and meeting space will enable the facilities managers to plan better, matching requirements forecast by users. Through integration with resource management activities such as inventory and human

resources, facilities managers will have improved control over and transparency in maintenance processes.

7. Umoja will support the United Nations commitment to energy sustainability, support of climate change agreements and reduction of the United Nations environmental footprint through reduced energy and water consumption and better waste management. The Umoja team is working with the Environment Management Group's Issue Management Group on Sustainability Management (coordinated by Sustainable United Nations, a United Nations Environment Programme-hosted facility) to ensure that Umoja supports the Group's objectives as well as its data and reporting requirements. Umoja will provide support for monitoring performance, thereby facilitating benchmarking among duty stations.

8. Qualitative benefits through improved programme and project management can also be achieved (see the section on finance, below).

Human resources

9. Umoja will handle more of the personnel administration of staff in smaller field offices currently being handled by the United Nations Development Programme (UNDP). This will provide improved reporting on their number, types, and personnel histories. Many of these staff members, like human resources personnel in both the Secretariat and UNDP, struggle to provide and/or receive human resources services owing to the ambiguous nature of their appointments between the two entities. Through this change, the level of satisfaction and service delivery is expected to improve for all concerned. Other improvements include better planning, more efficient processing of payments and increased transparency.

Technology and data management

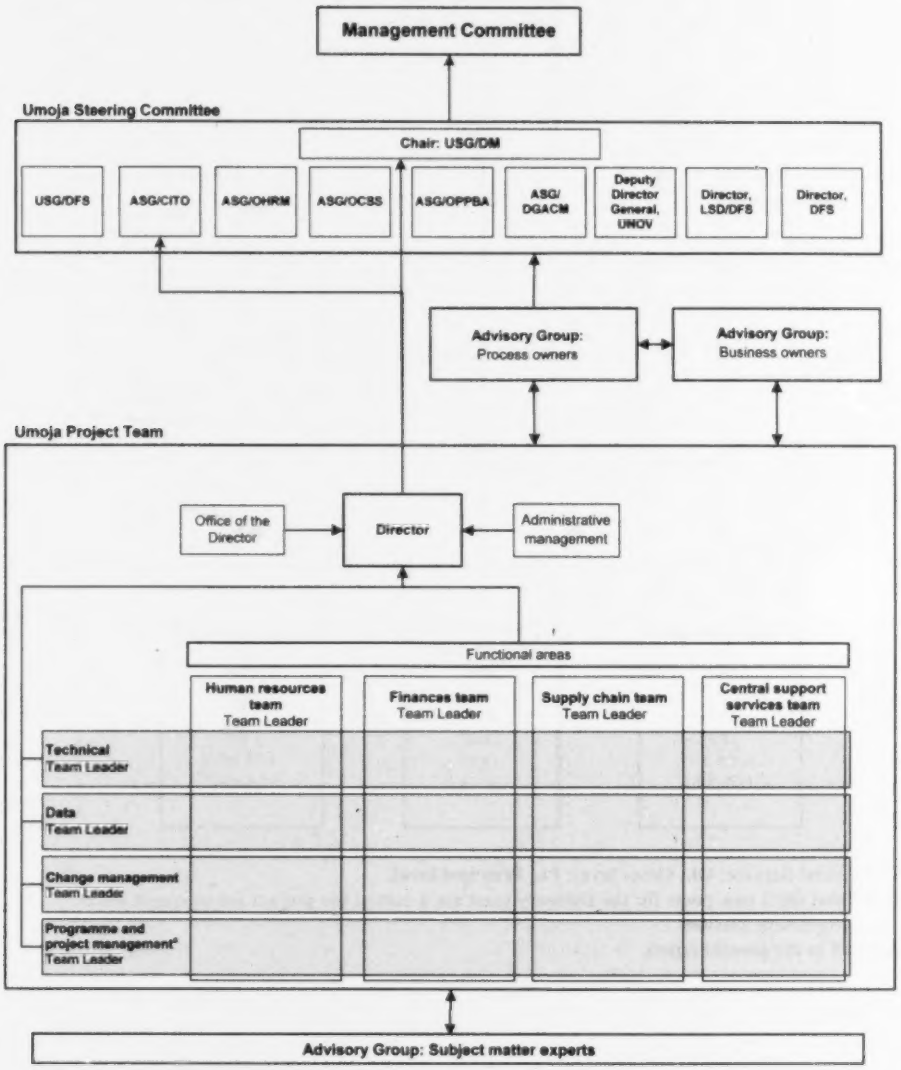
10. The benefits associated with the integration of disparate systems previously identified remain valid.

Finance

11. Programme and project management can be standardized and integrated with Umoja's human resources, central support services, and supply chain functions. Umoja will provide transparency and control, and will reduce administrative overhead. For the realization of this benefit, it is important that the user community has skills in programme and project management and knowledge of results-based management.

Annex III

Updated Umoja governance framework

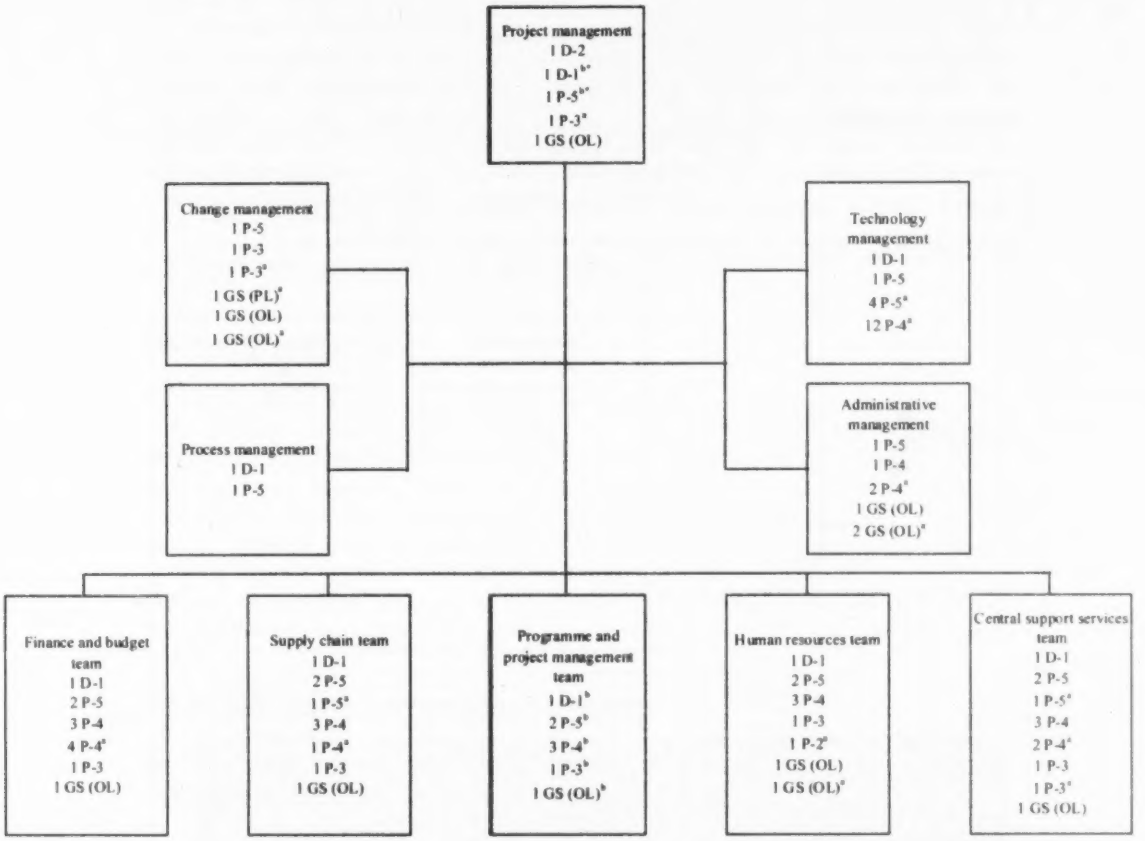


Abbreviations: ASG, Assistant Secretary-General; CITO, Chief Information Technology Officer; DFS, Department of Field Support; DGACM, Department for General Assembly and Conference Management; DM, Department of Management; LSD, Logistics Support Division; OCSS, Office of Central Support Services; OHRM, Office of Human Resources Management; OPPBA, Office of Programme Planning, Budget and Accounts; UNOV, United Nations Office at Vienna; USG, Under-Secretary-General.

[a] The present report proposes creating a cross-cutting programme and project management work stream.

Annex IV

Organizational structure and post distribution for 2011



Abbreviations: GS, General Service; OL, Other level; PL, Principal level.

* It should be noted that the 2 new posts for the Delivery team are a part of the project management office.

[a] Approved at the sixty-fourth session.

[b] New posts proposed in the present report.

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Follow-up to the commemoration of the two-hundredth anniversary of the abolition of the transatlantic slave trade

Programme of educational outreach on the transatlantic slave trade and slavery

Report of the Secretary-General

Summary

The present report is submitted in accordance with General Assembly resolution 64/15, in which the Secretary-General was requested to report on continued action to implement the programme of educational outreach on the transatlantic slave trade and slavery, as well as steps to enhance world public awareness of the commemorative activities and the permanent memorial initiative.

During the year, the Department of Public Information reinforced efforts to maintain the effective implementation of its multiplatform outreach programme, established in 2008 to improve understanding and appreciation of the history and impact of the 400-year-long slave trade. In that regard, it continued to raise awareness about related issues through public information campaigns and by promoting and facilitating knowledge-sharing initiatives, in particular studies and expert discussions on the topic.

The Department collaborated with States Members of the Caribbean Community and the African Union to organize the third annual observance of the International Day of Remembrance of the Victims of Slavery and the Transatlantic Slave Trade on 25 March. The theme, "Expressing our freedom through culture", underlined the significance of the cultural heritage of enslaved peoples in their fight for survival and freedom. Weeklong commemorative activities held at Headquarters included a cultural evening celebrating Afro-Caribbean music and food, the screening of a documentary film, a panel discussion, an international student videoconference and a special commemorative meeting of the General Assembly.

Through its network of information centres and other news and media outreach resources, the Department of Public Information carried the message of the observance internationally and maintained follow-up awareness-raising activities to emphasize the need to continue to educate future generations about the slave trade.

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I. Introduction

1. The General Assembly, by its resolution 62/122, designated 25 March the International Day of Remembrance of the Victims of Slavery and the Transatlantic Slave Trade.

2. In the same resolution, the General Assembly requested the Secretary-General to collaborate with and build on the work of the United Nations Educational, Scientific and Cultural Organization (UNESCO), including its Slave Route Project, to establish a programme of educational outreach to inculcate future generations with the causes, consequences and lessons of the slave trade and to communicate the dangers of racism and prejudice.

3. By its follow-up resolution 64/15, the General Assembly further requested the Secretary-General to report on continued action to implement the outreach programme and steps to enhance world public awareness of the commemorative activities and the permanent memorial initiative.

4. The present report is submitted pursuant to those requests.

II. Background

5. During its 400-year duration, the transatlantic slave trade, one of the most tragic developments in human history, uprooted 25 to 30 million Africans by UNESCO's estimation. It resulted in the death of millions, left physical and mental scars on the survivors and created far-reaching social, political, economic and cultural legacies that continue to be felt today in numerous societies in Africa, the Caribbean, North and South America and Europe.

6. Perhaps owing to the methods and nature of the slave trade, efforts by the international community to study, understand and interpret issues relating to its causes and consequences had been patchy, creating gaps in the general body of knowledge about a subject addressed by major instruments of international law. The need to address it comprehensively and to better understand all its aspects, and the lessons to be learned, have become increasingly important in the face of contemporary forms of slavery and human trafficking.

7. One of the least understood aspects of the slave trade related to the methods and strategy adopted by enslaved peoples in their numerous attempts to fight back. Historical records, including archival information, reveal that one of the most important factors which facilitated their efforts in that regard were the similarities in their cultures, which made it easy for them to understand each other, while their captors could not.

8. The 2010 commemoration, held under the theme "Expressing our freedom through culture", acknowledged the perseverance of that cultural element in the enslaved peoples' struggle for survival.

III. A cultural legacy

9. The theme of the 2010 commemoration underlines the continuing and central relevance of cultural heritage, passed down from generation to generation as a

medium for asserting identity by the millions of descendants of former slaves. In many instances, the simultaneous assimilation of other cultures in the diaspora resulted in the development of distinct cultures, which we recognize today as the cultural legacy of the slave trade, made possible by the determination of enslaved peoples to preserve the core of their identity.

10. Against that background, the 2010 commemoration was both a remembrance and a celebration. As a remembrance, it provided a solemn occasion for a collective reflection on the injustice of the slave trade, and an opportunity for honouring the victims and for ensuring that the necessary lessons continue to be learned. As a celebration, it provided an opportunity to appreciate the spiritual strength and determination of enslaved peoples and their descendants, who prevailed in preserving their cultural identities in their struggle to survive the brutal system of slavery. In the process, they created new cultures and positive legacies.

11. The 2010 commemoration as a whole was dedicated to Haiti, in recognition of its significance in the struggle against slavery and as a special tribute following the earthquake which devastated the country on 12 January 2010. The dedication especially acknowledged the inspiration which the anti-slavery movement gained from Haiti's successful rebellion (1791-1804) against the slave trade system (the revolution of Saint-Domingue), which resulted in the liberation of modern-day Haiti as the first independent country in Latin America and the Caribbean. The dedication also helped to focus timely attention on the need for the international community to rally and help to rebuild Haiti following the earthquake.

IV. Activities

Afro-Caribbean music and food fair: an expression of freedom through culture

12. Weeklong activities organized to mark the 2010 commemoration, and all designed to reflect the theme, began on 22 March with a cultural evening celebrating Afro-Caribbean cuisine, music and dress, which are the most visible and dynamic aspects of the culture, both in Africa and the diaspora. Guests were treated to an array of sumptuous platters prepared by Cameroon and members of the Caribbean Community (CARICOM). The dishes served incorporated common elements of traditional and ceremonial dining in African and Caribbean countries.

13. The musical accompaniment to the cultural evening was provided by an African musician who played the kora, a string instrument popular in many West African countries; the United Nations Jazz Society, which performed a repertoire echoing African and Caribbean influence on the improvisation at the heart of jazz music; and the Golden Harp Steel Orchestra, whose colourful style of steel pan music eloquently illustrated the cultural resilience of former slaves in Trinidad and Tobago in the 1880s, who resorted to making music with old metal cans and pieces after they were forbidden from drumming by their captors. As was underlined at the cultural evening by the Under-Secretary-General for Communications and Public Information, culture was, indeed, one of the most poignant and powerful ways in which slaves and their descendants overcame some of the cruel legacies of slavery.

Documentary film screening

14. Also marking the commemoration was the screening on 23 March of the documentary film *Slave routes: resistance, abolition and creative progress*, which captured discussions and performances during a symposium on the same topic held in 2008 by the Institute of African-American Affairs of New York University to mark the two-hundredth anniversary of the abolition of the transatlantic slave trade. The 100-minute-long documentary addressed the persisting knowledge gap about aspects of the transatlantic slave trade, including the full geographic scale of its impact, the human losses to Africa, the number of casualties during the ill-fated middle passage, the impact of deportation in some instances and the role of the slave trade in the economic and industrial development of the participating countries.

15. The screening, attended by the representatives of Member States, non-governmental organizations (NGOs) and other civil society organizations, provided a rare opportunity for attendees to hear the recorded discussion of those issues by more than 90 experts. Also in attendance were staff members and guests from the Institute of African-American Affairs, where the documentary was made, as well as the director of the documentary, Jayne Cortez, whose remarks at the screening drew the attention of the audience to the need for greater awareness and knowledge about many aspects of the slave trade.

Three-part exhibition

16. On 24 March an exhibition entitled "400 years of struggle for freedom and culture" opened as a major commemorative activity at United Nations Headquarters. The exhibition, which ran until the end of April, comprised three components, of which the first, entitled "*Amistad*: a true story of freedom", depicted various stages of the slave revolt of 1839 aboard the slave ship *Amistad*. The second component, "African Resistance", highlighted through a slide show of digital images the efforts of Africans to combat the transatlantic slave trade, while the third element, "The Haitian Inspiration", which underlined the dedication of the observance to Haiti, comprised paintings and pictures commemorating the Haitian revolution and other forms of resistance to slavery.

Panel discussion

17. The official Day of Remembrance, 25 March, was marked with a number of activities, including an NGO panel discussion on the theme "The impact of cultural expression as a means of resistance to the transatlantic slave trade". Approximately 140 participants heard two panellists who are experts on the subject, Sekkou Konneh, Professor of Sociology and Anthropology at the University of Liberia, and Marcia Burrowes, Coordinator and Lecturer in Cultural Studies at the University of the West Indies, Cave Hill Campus, Barbados. There was agreement between them that the use of language, religion, songs and other oral traditions, music and dance were key to the ability of enslaved peoples to successfully maintain their cultures.

18. Both panellists highlighted interesting examples of the ways in which the enslaved also adapted their culture to include elements of the enslavers' traditions, blending native languages with European tongues to "creolize" both cultures. Similarly, enslaved peoples who were forced to adopt European religions combined their newly acquired faith with elements of their original traditional beliefs, thereby creating syncretic religions. The panellists pointed out that those various cultural

expressions enabled enslaved peoples to establish a sense of shared community transcending continental borders, and to relive and recreate their traditions.

Special media briefing on the permanent memorial

19. Also on the official Day of Remembrance, a media event was held to brief journalists on progress regarding the permanent memorial being built at the initiative of CARICOM and with the support of the African Union and other Member States. In accordance with General Assembly resolution 62/122, the memorial, when completed, will be erected on United Nations premises in acknowledgement of the tragedy and in consideration of the legacy of slavery and the transatlantic slave trade. Jamaica, leading efforts to erect the memorial, informed the media that a committee of interested States (Permanent Memorial Committee) had been established to oversee the project, with CARICOM and African Union member States playing a primary role. The Department organized on the same day an interview with United Nations Radio, which gave CARICOM and African Union representatives a prime-time opportunity to promote the project.

Special commemorative meeting of the General Assembly

20. The most notable activity held on the official Day of Remembrance was a solemn commemorative meeting of the General Assembly. The Under-Secretary-General for Communications and Public Information delivered a message from the Secretary-General, in which he declared slavery an abhorrent practice and urged the creation of a climate in which such cruelty was inconceivable, by honouring the victims, remembering past injustices and ensuring that such systematic abuse of human rights was never repeated. That message was echoed by the keynote speaker, Tony Bogues, Professor of Africana Studies at Brown University; by Christopher Hacket (Barbados), who spoke on behalf of the President of the General Assembly; and by representatives of regional groups and other Member States.

21. The special Assembly meeting also featured artistic performances facilitated by the Department of Public Information and designed to illustrate the solemn nature of the occasion. They included an artistic interpretation of the abominable practice of lynching, to which many former slaves and their early descendants were subjected in parts of the United States; a reading of excerpts from the autobiography of the ex-slave Olaudah Equiano, also known as Gustavus Vassa the African, who experienced slavery and the horrors of the middle passage as an 11-year-old; and a riveting a cappella performance by Kaïssa, a celebrated Cameroonian singer, who drew attention to this year's theme with an introspective song advocating positive change in aspects of traditional and cultural practices pertaining to women in some African societies, in order to guarantee an even greater expression of collective freedom.

International student videoconference

22. The week of commemorative activities concluded on 26 March with a videoconference for middle and high school students, which discussed the theme of the commemoration, "Expressing our freedom through culture". The event featured students and teachers from four continents and in schools participating in the UNESCO Associated Schools Project Network (ASPnet). Approximately 500 of them gathered at United Nations Headquarters, where they were linked by

videoconference facilities to their counterparts in seven countries (Cuba, Gambia, Ghana, Jamaica, Suriname, Trinidad and Tobago and United Kingdom of Great Britain and Northern Ireland).

23. The Department of Public Information prepared a comprehensive study guide to ensure that the students came prepared for the lively and interactive event, during which they made presentations, including songs, dances, poems and readings. After each presentation, they were given an opportunity to ask questions and seek different perspectives on the slave trade. Two large video screens were provided to enable participants in New York to see a close-up of their counterparts in other participating countries, and the entire event was webcast on the Internet (www.cyberschoolbus.com), which enabled schools other than those participating via teleconference to follow the proceedings and submit questions in real time. The videoconference was moderated by the cultural anthropologist and Executive Director of Afrodiaspora, Inc., Sheila Walker.

V. Partnerships with Member States and other stakeholders

24. In organizing commemorative activities, the Department of Public Information worked with a Steering Committee comprising representatives from States members of CARICOM, the African Union and the United Nations Office for Partnerships, and chaired by the Under-Secretary-General for Communications and Public Information. Consultations within the Committee facilitated the planning and execution of the activities held and ensured the effective participation of Member States, particularly at the special commemorative meeting of the General Assembly.

25. For the 2010 observance, the Department also forged partnerships with the Institute of African-American Affairs at New York University, which produced and provided the documentary *Slave routes: resistance, abolition and creative progress*. Collaborators in the exhibition "400 years of struggle for freedom and culture" included the Custom House Maritime Museum/New London Maritime Society, based in Connecticut, the New York-based Schomburg Center for Research in Black Culture, and the New York-based Caribbean Cultural Center African Diaspora Institute.

26. The main partners for the NGO briefing on the impact of cultural expression as a means of resistance to the transatlantic slave trade were the Universities of Liberia and the West Indies, which provided panellists. UNESCO assisted to ensure the participation of many ASPnet-affiliated schools in the international student videoconference held to conclude the week of commemorative activities.

27. The commemoration also provided the Department of Public Information with the opportunity to strengthen outreach collaboration with *Amistad* America Inc., an international non-governmental organization and educational enterprise dedicated to educating students worldwide about the history of the transatlantic slave trade and its legacy. Participating in the observance for the third year, *Amistad* America drew international attention to the commemoration with an unprecedented voyage of its ship to Cuba, which traced the slave route to Havana harbour followed by the original slave ship. The arrival in Cuba of the freedom schooner *Amistad*, flying the flags of the United Nations alongside those of the United States and Cuba, helped to promote commemorative activities, especially regarding the international simulcast

for the student videoconference. Cuban students had participated in the videoconference on the deck of the freedom schooner in Havana.

VI. Information outreach and resources

28. As part of its outreach programme, the Department of Public Information established a comprehensive communication strategy to raise awareness of commemorative activities and to promote knowledge of issues relating to the slave trade, including by issuing the press releases and briefing notes to the media, briefing NGO representatives and posting related stories on iSeek, the United Nations Intranet, to keep United Nations staff informed of the programme of activities. The Department aided public accessibility to commemorative activities by facilitating the webcast of the NGO panel discussion, and of the media briefing on the permanent memorial, the student videoconference and the commemorative meeting of the General Assembly.

29. To maximize the outreach impact of the special commemorative meeting of the General Assembly, the Department took advantage of new media technology by posting on YouTube a video recording of the artistic performances during the meeting. Commemorative activities were also publicized and promoted through news and commentary on the United Nations News Centre and through the programmes of United Nations Radio in the six official languages, as well as in Kiswahili and Portuguese. In addition, the Department publicized commemorative programmes in the daily *Journal of the United Nations*.

30. Other key elements of the Department's communication outreach included the creation of a special commemorative poster, postcards and buttons providing visual interpretation of the theme. Within the context of the ongoing collaboration with the Department, the Custom House Maritime Museum/New London Maritime Society in the United States will include the commemorative posters and postcards among the materials it intends to display in a planned exhibition on the slave trade later in 2010.

31. To further promote awareness of the commemorative activities, the Department established a special website (http://www.un.org/en/events/slaveryremembranceday) dedicated to the 2010 observance with relevant information in the six United Nations official languages. The site incorporates links to reference materials, the programme of activities, background information relating in particular to the cultural resistance to the slave trade, messages from the Secretary-General and President of the General Assembly, the sites of previous commemorations and other educational materials on the slave trade.

VII. Outreach through United Nations information centres and action by civil society organizations in Member States

32. A major aspect of the outreach efforts of the Department of Public Information was undertaken through its network of United Nations information centres, services and offices worldwide, many of which organized and/or promoted commemorative activities, in some cases in collaboration with host Government entities. The range

of activities, undertaken mostly on 25 March, the official Day of Remembrance, include the following:

- Translation by many centres of the Secretary-General's message on the Day into local languages and its timely distribution to the local media, NGOs and the websites of relevant civil society entities.
- Distribution by the United Nations Information Centre in Bogota of a press release with information relating to the theme of the commemoration, "Expressing our freedom through culture", which was published in the national media.
- Interview of the Director of the United Nations Information Centre in Pretoria on the effects of the slave trade and the importance of remembering them, conducted by the Channel Africa radio, which broadcasts throughout Africa.
- Organization by the United Nations Information Centre in Rabat of educational outreach activities for high school students to mark the commemoration.
- Film screenings and related debates dedicated to the observance, organized by the United Nations Office in Almaty, Kazakhstan, in collaboration with local universities, NGOs and the media.
- Organization of a commemorative event by the United Nations Information Centre in La Paz, in collaboration with the Afro-Bolivian community there.
- Screening and distribution in Latin America and the Caribbean of the 52-minute UNESCO documentary on slave trade routes by the United Nations Information Centre in Mexico, which translated the video into Spanish with subtitles.
- Facilitation by the United Nations Information Centre in Accra of the participation of Ghanaian students at the commemorative videoconference for middle and high school students.

VIII. Future activities

33. Going forward, the Department of Public Information will further strengthen its collaboration with Member States and other stakeholders in planning and organizing activities for future remembrance observances, particularly with CARICOM and the African Union and within the framework of the Steering Committee established by the Department to facilitate the 2010 commemoration.

34. Regarding the permanent memorial initiative, the planning for which is overseen primarily by CARICOM, in close collaboration with the African Union and the United Nations Office for Partnerships, the Department of Public Information will continue to lend its support in promoting the project, by stepping up awareness-raising activities emphasizing its importance. In particular, the Department will provide advisory services on a website for the permanent memorial.

35. The Department will extend targeted educational outreach by further promoting research, studies and discussions in schools and colleges and among other entities engaged in the study of the slave trade, in order to better educate people about its causes, consequences, lessons and legacy, and to communicate the

related dangers of racism and prejudice. It will also continue to explore ways of deepening collaboration with UNESCO, including by maintaining efforts to promote and distribute educational materials relating to the UNESCO Slave Route Project.

36. The Department will also seek ways to further strengthen its partnership with *Amistad* America Inc., notably within the organization's forthcoming third international voyage to UNESCO slave route sites, which is to begin later in 2010 and last until the 2011 commemoration. Collaboration on the voyage, intended to involve calls at ports of African and Caribbean countries affected by the slave trade, will provide an additional and effective means of educational outreach to increase global awareness and promote knowledge of the history and impact of the slave trade.

37. Similarly, the Department will make concerted efforts to reinforce the partnerships forged in 2010 and during previous commemorations with academic institutions and other civil society organizations engaged in promoting the body of knowledge on the slave trade. It will explore the prospects of inviting them to co-host, headline or sponsor commemorative activities on their premises, which would serve as an innovative means of stimulating greater public interest in future observances, and of maximizing the opportunity to reach more of the target audience for the educational outreach programme on the slave trade.